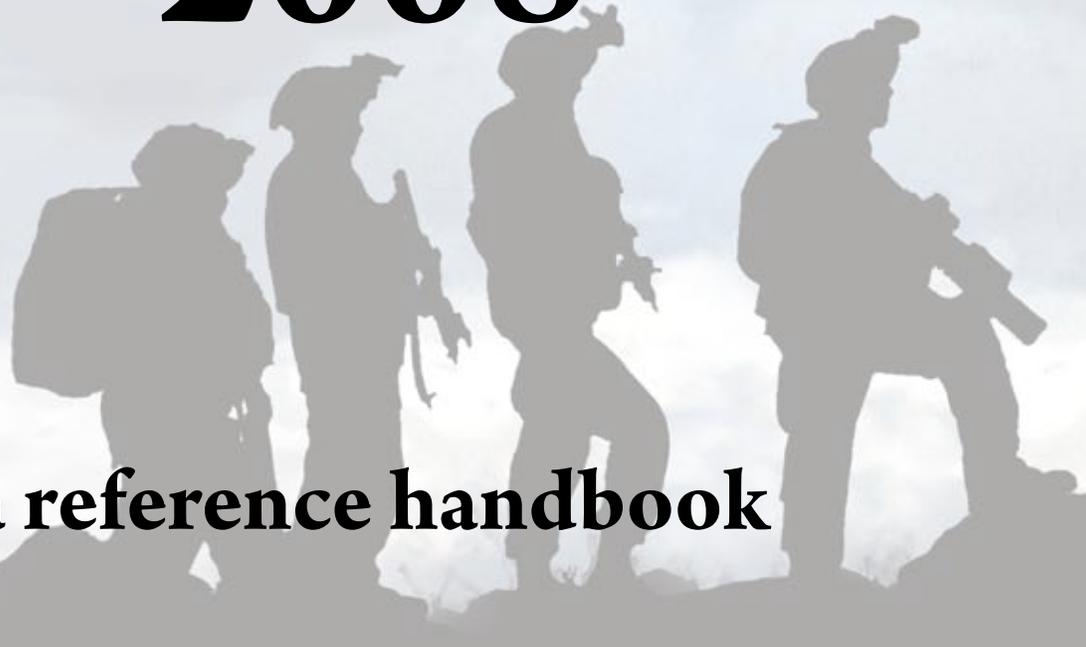




Profile of the U.S. Army 2008

a reference handbook





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Foreword

There is no such thing anymore as “typical warfare.” Since the 11 September 2001 terrorist attacks the methods by which wars are fought have changed dramatically. No longer does the United States fight a specific, uniformed enemy with a known structure or base of operations. There is no primary target to hit, no headquarters to attack, no open battlefields on which to fight head-to-head. To face these new challenges and achieve victory, the U.S. Army has had to adapt its structure to this new type of warfare. The Army is no longer based on an organization of static divisions. Its current composition is agile and dynamic, based on smaller units with more organic components and the ability to easily adapt to ever-changing combative situations. At the center of this Modular Force is the Soldier, armed with the best weapons, protection and technology available to ensure the Army’s success now and in the future.

Profile of the U.S. Army—a reference handbook is published by the Association of the United States Army’s Institute of Land Warfare to describe and define the Army as it is organized today. It is intended to be a user-friendly reference book for people familiar with the Army and an easy-to-read introduction for family members, civilian employees, contractors and future Soldiers.

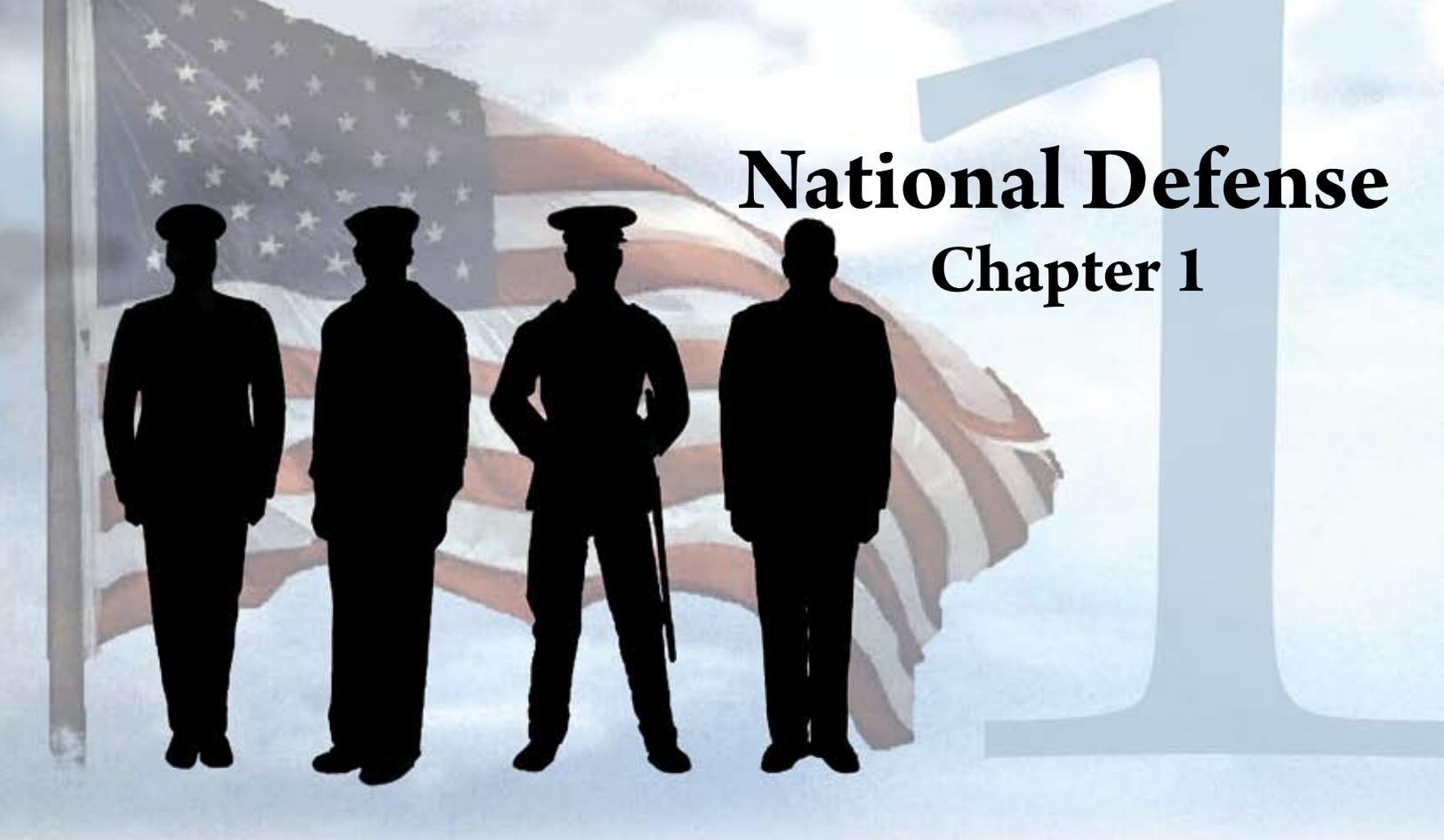
This *Profile* takes a top-down approach, first describing the Army’s role as a key element in the national security structure and then flowing into the “why” and “how” of the Army’s organization. *Profile* also contains information and helpful graphics on the Soldier, the uniform, the Army’s command structure, Army families, installations and the Army’s current operations. For readers wishing to seek more details, each chapter includes a list of relevant websites. Finally, *Profile* contains a glossary of acronyms and maps illustrating locations of current Army combat corps and divisions, current Army National Guard divisions and brigade combat teams, and projected Army Reserve direct reporting commands.

In addition, *Profile* will be available on the AUSA website (<http://www.ausa.org/ilw>). A comprehensive weapons directory containing detailed information about Army weapon systems, published by AUSA’s *ARMY Magazine*, is also available on AUSA’s website (<http://www.ausa.org/webpub/DeptGreenBook.nsf/byid/WEBP-77GMRR>). The directory describes all of the Army’s weapon systems including aircraft, artillery, tanks, individual equipment and state-of-the-art technologies used by Soldiers in the warfight.

Profile of the U.S. Army is your guide. We welcome your comments and suggestions on how to make future editions as useful to you as possible. The goal of the Association of the United States Army and the Institute of Land Warfare in publishing this book is to give you a greater understanding and appreciation of the men, women, families, institutions, organizations and constitutional authority that go into creating the world’s greatest army.

GORDON R. SULLIVAN
General, United States Army Retired
President, AUSA

14 June 2008



National Defense

Chapter 1

Civilian Control

Since colonial times, America's military has been a product of the American community. Militias, made up of farmers and tradesmen, were called to arms only when needed to meet their towns' and villages' security needs. The framers of the Constitution kept this ideal in mind when they set up the U.S. government. Though they put "the common defense" of the nation in the hands of the federal government (states were allowed to maintain militias), they placed that military authority wholly under the civilian control of the President and Congress.

Civilian oversight of the U.S. military is further established in the chain of command. It starts with the President as the Commander in Chief of all U.S. military forces and descends through the Secretary of Defense to the secretaries of the individual services and their under secretaries and assistant secretaries. These individuals, appointed by the President and approved by Congress, direct the armed forces' nonoperational activities and establish policies

for their departments. The highest ranking military members in the U.S. government, the Joint Chiefs of Staff, serve only in advisory capacities on matters of military policy.

In departing from the way most nations used their armies as internal enforcers of the leaders' will, America's founding fathers created an armed force that serves the will of the people and ensures their freedoms without sacrificing their security. This significant difference between the U.S. military and the traditional role of armies is embodied in the oath American servicemembers recite upon enlisting or receiving their commissions (see chapter 4, "The Soldier"): rather than swear to protect and serve a person or a country, the American servicemember swears to support and defend a document, the U.S. Constitution.

Constitutional Authority

The Constitution gives Congress responsibility to provide for "the common defense and general welfare



DEPARTMENT OF DEFENSE

Secretary of Defense
Deputy Secretary of Defense

Chairman,
Joint Chiefs of Staff
Joint Chiefs of Staff
The Joint Staff

Department of the Army
Secretary of the Army
Under Secretary and Assistant Secretaries of the Army
Chief of Staff, Army
Army Major Commands and Agencies

Department of the Navy
Secretary of the Navy
Under Secretary and Assistant Secretaries of the Navy
Chief of Naval Operations
Commandant of Marine Corps
Navy Major Commands and Agencies
Marine Corps Major Commands

Department of the Air Force
Secretary of the Air Force
Under Secretary and Assistant Secretaries of the Air Force
Chief of Staff, Air Force
Air Force Major Commands and Agencies

Office of the Secretary of Defense
Inspector General

Under Secretary, Acquisition, Technology & Logistics
Under Secretary, Personnel & Readiness
Under Secretary, Policy
Under Secretary, Comptroller/Chief Financial Officer
Under Secretary, Intelligence
Assistant Secretary, Health Affairs
Assistant Secretary, Homeland Defense
Assistant Secretary, International Security Affairs
Assistant Secretary, Legislative Affairs
Assistant Secretary, Networks and Information Integration/Chief Information Officer
Assistant Secretary, Public Affairs
Assistant Secretary, Reserve Affairs
Assistant Secretary, Special Operations and Low Intensity Conflict
Assistant Secretary, Intelligence Oversight
Assistant Secretary, Nuclear, Chemical & Biological Defense Programs
Director, Administration and Management
Director, Defense Research and Engineering
Director, Force Transformation
Director, Net Assessment
Director, Operational Test and Evaluation
Director, Program Analysis and Evaluation
General Counsel

Unified Combatant Commands
U.S. Africa Command
U.S. Central Command
U.S. European Command
U.S. Joint Forces Command
U.S. Northern Command
U.S. Pacific Command
U.S. Southern Command
U.S. Special Operations Command
U.S. Strategic Command
U.S. Transportation Command

DoD Field Activities
American Forces Information Service
Human Resources
Prisoner of War/Missing Personnel Office
Technical Information Center
Counterintelligence
Education
Office of Economic Adjustment
TRICARE Management Activity
Washington Headquarters Services

Defense Agencies
Defense Advanced Research Projects Agency
Defense Commissary Agency
Defense Contract Audit Agency
Defense Contract Management Agency
Defense Finance and Accounting Service
Defense Information Systems Agency
Defense Intelligence Agency
Defense Legal Services Agency
Defense Logistics Agency
Defense Security Cooperation Agency
Defense Security Service
Defense Threat Reduction Agency
Missile Defense Agency
National Geospatial-Intelligence Agency
National Security Agency
Pentagon Force Protection Agency

Denotes relationship of information, not authority or responsibility

of the United States” and, in regard to military matters, the following authority:

- to declare war;
- to raise and maintain armed forces (appropriation of money for the military is limited to terms of two years);
- to make rules for the government and regulation of the armed forces;
- to organize, arm and discipline the militia; and
- to “call forth the Militia to execute the laws of the union, suppress insurrections and repel invasions.”

The Constitution gives the President the role of Commander in Chief of the Armed Forces, including the militia “when called into the actual service of the United States.”

The Constitution’s Third Amendment also covers the military by forbidding the quartering of Soldiers in any house in times of peace without consent of the owner, “nor in time of war, but in a manner to be prescribed by law,” which Congress would have to pass and the President sign.

Department of Defense

The military operational chain of command runs from the President through the Secretary of Defense to the commanders of the combatant commands down to unit commanders. Only the President and the Secretary of Defense have constitutional authority to order military action and intertheater troop movements.

The Secretary of Defense runs the Department of Defense (DoD), headquartered in the Pentagon (often “Pentagon” and “DoD” are used interchangeably). DoD has the following components:

- Office of the Secretary of Defense (OSD);
- the military departments of the Army, the Navy (including the Marine Corps) and the Air Force;
- the Joint Chiefs of Staff (JCS);

- unified combatant commands; and
- various defense agencies and DoD activities.

Military Services

The U.S. armed forces comprise the four military services—the Army, the Air Force, the Navy and, within the Navy, the Marine Corps—and the U.S. Coast Guard.

The Army is the primary land force. Its purpose is to employ dominant landpower to defeat an adversary and to seize, occupy and defend terrain.

The Navy’s mission is to gain and maintain control of vital sea areas and protect sea lanes from surface, subsurface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps is the Navy’s ground element with a mission to seize or defend advanced bases.

The Air Force’s role is to maintain control of air space and project aerial combat power wherever needed to deter or destroy an adversary’s forces. Aerospace forces support the Army through interdiction, airlift and close air support.

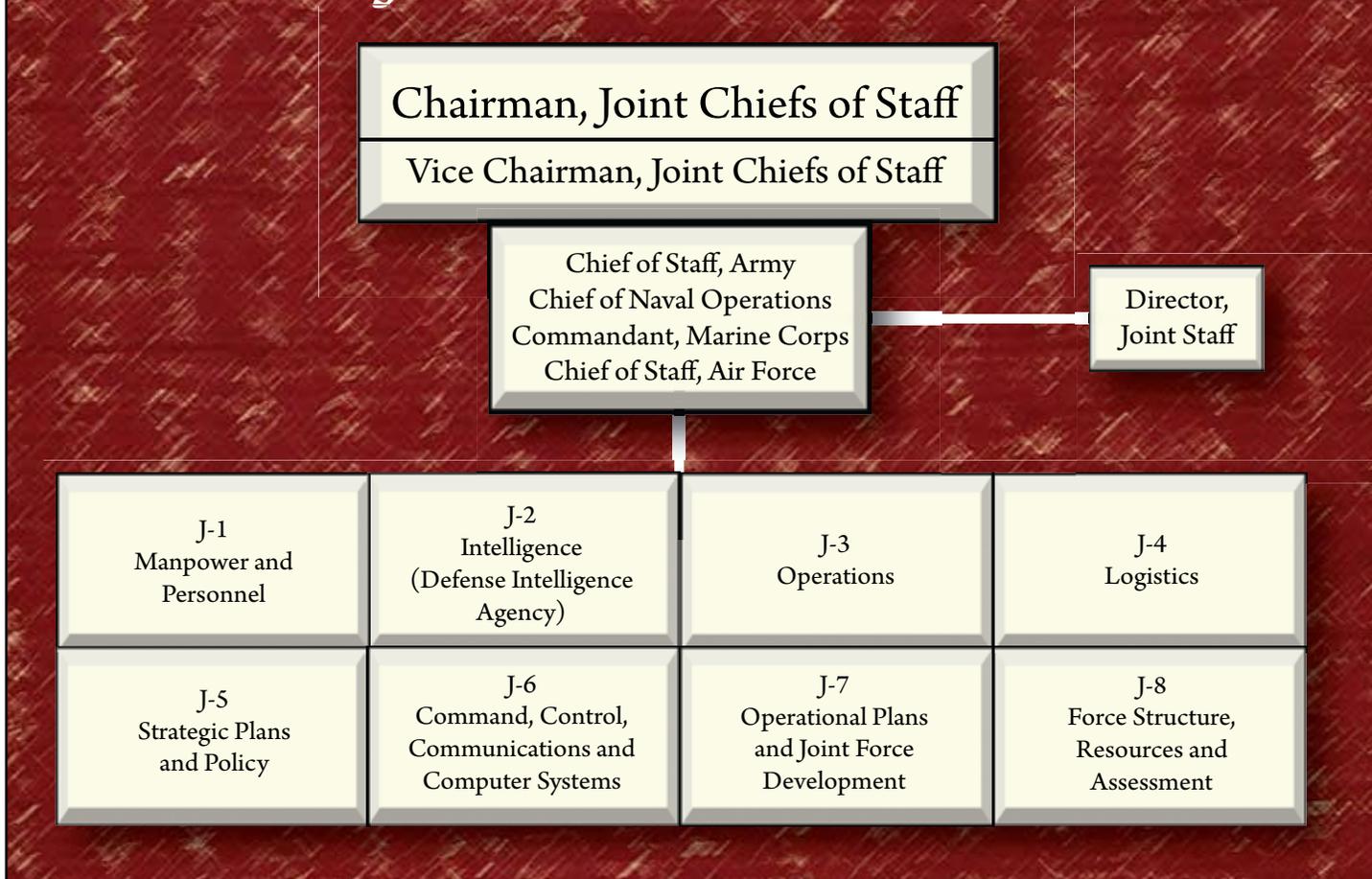
The Coast Guard is part of the Department of Homeland Security, but the Navy takes operational control in time of war or when directed by the President. On an ongoing basis the Coast Guard engages in maritime intercept operations and port and sea lane security.

Military Departments

The Army, Navy and Air Force have their own civilian service secretaries (e.g., Secretary of the Army) who direct the nonoperational activities of their military departments. The chain of command runs from the President through the Secretary of Defense to the service secretary and then to the military chief of that service and down to that service’s major commands and agencies. The military departments carry out these key functions:



JOINT CHIEFS OF STAFF



- preparing forces and establishing reserves of personnel, equipment and supplies;
- preparing and submitting budgets;
- developing tactics, techniques and organization;
- developing and procuring weapons, equipment and supplies;
- recruiting, organizing, training and equipping forces for assignment to combatant commands;
- assisting other departments in carrying out their missions; and
- assisting in training and equipping the military forces of foreign nations.

Within the DoD organization the service secretaries have a unique relationship with their military

service chiefs. In matters concerning the individual military departments the chiefs fall under the secretaries in the chain of command. In matters of military strategy and doctrine, the chiefs, as members of the Joint Chiefs of Staff, report directly to the Secretary of Defense and the President.

Joint Chiefs of Staff

The Joint Chiefs of Staff comprises the military service chiefs—the Chief of Staff, Army, the Chief of Naval Operations, the Commandant, Marine Corps, and the Chief of Staff, Air Force—plus the Chairman and Vice Chairman. The Chairman of the Joint Chiefs of Staff (CJCS) is senior to all other officers in the armed forces while holding the office and is the principal military adviser to the President and the Secretary of Defense. The CJCS



also is a statutory member of the National Security Council.

The Joint Chiefs have the following key responsibilities:

- to provide for the strategic direction of the armed forces and prepare strategic plans;
- to assess the capabilities of the armed forces;
- to advise on priorities of requirements, program recommendations and budget proposals;
- to develop doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- to advise and assist the President and the Secretary of Defense on the establishment of combatant commands;
- to direct the Joint Staff.

The Joint Staff, with personnel from every military service, assists the CJCS and performs functions that help combatant commands carry out their missions. These functions are divided into eight areas designated as J-1 through J-8.

Neither the Joint Chiefs nor the service secretaries direct military operations; combatant commanders have that responsibility.

Unified Commands

The U.S. armed forces are distributed among unified combatant commands comprising forces from two or more services. These unified commands are determined either by geography, otherwise called “theater” (i.e., U.S. Central

Command, U.S. European Command, U.S. Northern Command, U.S. Pacific Command, U.S. Southern Command, U.S. Africa Command), or by overriding mission or function (i.e., U.S. Joint Forces Command, U.S. Special Operations Command, U.S. Strategic Command, U.S. Transportation Command).

The President, through the Secretary of Defense, has the authority to establish combatant commands





with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Each unified combatant command has a single commander, a four-star Army, Marine or Air Force general or Navy admiral. The chain of command for these commanders goes directly to the Secretary of Defense and up to the President, both of whom have statutory authority to shift forces among combatant commands based on the requirements of particular situations or contingencies.

In addition, the President and the Secretary of Defense can establish “specified combatant commands” with a specific, continuing mission. Specified commands normally comprise forces from only one service with a commander from that service but may also have units and personnel assigned from other services. Currently, DoD has no specified combatant commands.

National Security Strategy

“National security” refers to the protection of the United States from internal and external threats to the country’s territory, population, government or economy. The President is responsible for developing the National Security Strategy. Shortly after the 11 September 2001 terrorist attacks on the United States, President George W. Bush established the National Security Strategy as follows:

We will defend the peace against the threats from terrorists and tyrants. We will preserve the peace by building good relations among the great powers. And we will extend the peace by encouraging free and open societies on every continent.¹

To achieve these goals the President set the United States on the following course:

- to champion aspirations for human dignity;
- to strengthen alliances to defeat global terrorism and work to prevent attacks against the United States and its allies;
- to work with others to defuse regional conflicts;
- to prevent enemies from threatening the United States and its allies with weapons of mass destruction;
- to ignite a new era of global economic growth through free markets and free trade;
- to develop agendas for cooperative action with other main centers of global power;
- to expand development by opening societies and building the infrastructure of democracy; and
- to transform America’s national security institutions to meet the challenges and opportunities of the 21st century.²

National Military Strategy

Based on the President’s National Security Strategy, the Department of Defense establishes the National Defense Strategy. The four defense objectives guiding DoD security activities are:

- to secure the United States from direct attack;
- to secure strategic access and retain global freedom of action;
- to establish security conditions conducive to a favorable international order; and
- to strengthen alliances and partnerships to contend with common challenges.³

Based on these objectives, the Chairman, Joint Chiefs of Staff, in consultation with the Joint Chiefs of Staff and the combatant commanders, prepares the National Military Strategy (NMS). This docu-

¹ *The National Security Strategy of the United States of America*, Introduction, September 2002, available online at <http://www.whitehouse.gov/nsc/nss.html>.

² *The National Security Strategy of the United States of America*, Overview of America’s International Strategy.

³ *The National Defense Strategy of the United States of America*, Executive Summary, March 2005, available online at http://www.globalsecurity.org/military/library/policy/dod/nds-usa_mar2005.htm.

ment guides all operations and establishes three objectives—Protect, Prevent and Prevail.

- **Protect the United States against external attacks and aggression.** This combines actions overseas and at home. The nation's first line of defense is to counter threats close to their source. The armed forces also secure air, land, sea and space approaches to the United States and assist other government and law enforcement agencies in managing the consequences of an attack or natural disaster on U.S. territory.
- **Prevent conflict and surprise attack.** This entails maintaining a strong, well-trained, well-equipped and technologically advanced military and establishing strong alliances and coalitions to deter aggression. The potentially catastrophic impact of an attack against the United States, its allies and its interests may necessitate preemptive actions against adversaries before they can attack.
- **Prevail against adversaries.** The U.S. armed forces must have the capabilities to defeat a wide range of adversaries, from states to non-state entities. This shifts the focus from where and with whom a conflict might occur to how an adversary might fight. The armed forces must be sized to defend the U.S. homeland while operating in four

forward regions and swiftly defeating adversaries in two overlapping military campaigns.

National Military Missions

To carry out the National Military Strategy, the U.S. armed forces are employed for a variety of missions. These include combat operations, peacekeeping operations, homeland security, drug interdiction and humanitarian services.

Currently the United States has committed a large segment of its military forces to fighting the global war on terrorism. This includes operations in Afghanistan (Operation Enduring Freedom, or OEF) and Iraq (Operation Iraqi Freedom, or OIF). In addition to combat forces engaged in those two countries, all three military services are providing support forces for the war on terrorism in Southwest Asia, in other theaters such as Europe and the Pacific Rim, and at home stations.

The United States, as an active member of the United Nations (UN) and the North Atlantic Treaty Organization (NATO), is committed to providing peacekeeping and stabilization forces to troubled regions and countries. These missions, called “operations other than war,” currently include the NATO Kosovo Force, the UN Multinational Force and Observers in the Sinai Peninsula and training of the Iraqi Police Force as part of the Multinational Force–Iraq.

After the 11 September 2001 terrorist attacks on the United States, the military became more involved in homeland security missions. These include intelligence efforts, border and transportation security, and emergency preparedness and response.

Since 1989 the U.S. military has assisted the Coast Guard, law enforcement agencies and Latin American countries in drug interdiction activities, including aerial reconnaissance and border control.





The U.S. armed forces carry out humanitarian missions at home and abroad. Often these efforts are part of the missions listed above and include medical clinics, food deliveries, construction projects and other nation-building activities. Reserve component units engage in construction and infrastructure building projects as part of their military exercises, and both active and reserve component units aid nations recovering from natural disasters.

In addition, the National Guard may be mobilized by individual states or the federal government to help with disaster relief or restoring order in the event of natural disasters or civil unrest.

Useful Websites

Air Force

<http://www.af.mil/>

Army

<http://www.army.mil/index.html>

Army National Guard state sites

<http://www.ngb.army.mil/states/>

Coast Guard

<http://www.uscg.mil/USCG.shtm>

Department of Defense

<http://www.defenselink.mil/>

Joint Chiefs of Staff

<http://www.jcs.mil/>

Joint Forces Command

<http://www.jfcom.mil/>

Marine Corps

<http://www.usmc.mil/>

Navy

<http://www.navy.mil/>

U.S. Africa Command

<http://www.africom.mil/index.asp>

U.S. Central Command

<http://www.centcom.mil/>

U.S. European Command

<http://www.eucom.mil/english/index.asp>

U.S. Joint Forces Command

<http://www.jfcom.mil/>

U.S. Northern Command

<http://www.northcom.mil/>

U.S. Pacific Command

<http://www.pacom.mil/>

U.S. Southern Command

<http://www.southcom.mil/home/>

U.S. Special Operations Command

<http://www.socom.mil/>

U.S. Transportation Command

<http://www.transcom.mil/>

Land Component

Chapter 2



An American Heritage

The birth of the U.S. Army preceded the birth of the nation. One of the first actions undertaken by the Continental Congress on 14 June 1775—even before that gathering began considering a Declaration of Independence—was to direct General George Washington to muster troops for a Continental Army. That army, along with the colonial militias, defeated the British in the eight-year War of Independence.

The American Army's mission and formation have changed little in the 233 years since. Today, the U.S. Army comprises a standing force of troops and equipment ready at all times to defend the United States from attack and protect national security. The provincial militias of colonial times are now the Army National Guard. They belong to and serve their individual states but are called upon by the federal government to supplement the active Army to meet threats against the nation's security. Another



force of trained citizen Soldiers, the Army Reserve, provides further support in times of need. The Army National Guard and Army Reserve are called the reserve component of the U.S. Army. In support of the war on terrorism, the reserve component has played an even more prominent and important role in the security of the nation, with more than 25,000 Soldiers forward deployed in Iraq, Afghanistan and 18 other countries.

The U.S. Army has accomplished many combat and public service missions through the years. In the 19th century, Soldiers explored America's frontier and provided protection to both U.S. settlers and Native Americans. With its ranks again bolstered by citizen Soldiers in the militias, the Army successfully defended the United States' borders and ports from foreign attacks, helped preserve the Union in the Civil War and fought expeditionary wars to protect

America's interests in China, the Philippines and Latin America. Through its Corps of Engineers, the Army helped improve river navigation and performed other public works. The Army formed the nation's first modern weather service, provided the nation's first airmail service and supervised the building of the Panama Canal.

The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need continued through both world wars in the 20th century. The onset of the Cold War altered this balance as the United States maintained a large standing active Army which took up defensive positions in Europe and Asia and handled the bulk of combat in the Korean and Vietnam wars. With the Cold War's end in 1989, the nation began reducing the size of its armed forces, again relying on the reserve component to fill out the ranks for war (the Persian Gulf War) and operations other than war (peacekeeping missions in Somalia and the Balkans).

Today, the active Army and its reserve component make up one seamless force committed to fighting the war on terrorism. It is a tradition going back 233 years: career Soldiers and citizen Soldiers serving as brothers (and, now, brothers and sisters) in arms. But the mission has not changed: to defend the United States from attack and to protect her security.

Mission of the Army

The U.S. Constitution gives Congress the authority, through Title 10 of the United States Code (USC), to create an army for the nation and establish its organization and regulations. In Title 10, Congress mandates that the Army, in conjunction with the other armed forces, be capable of:

- preserving the peace and security and providing for the defense of the United States, the Territories, Commonwealths and possessions, and any areas occupied by the United States;
- supporting the national policies;
- implementing the national objectives; and
- overcoming any entities responsible for aggressive acts that imperil the peace and security of the United States.

Title 10 gives the Army the specific mission of land combat "and such aviation and water transport as may be organic therein."¹ The law mandates that the Army be organized, trained and equipped for prompt and sustained combat operations and take responsibility for the preparation of land forces "in accordance with integrated joint mobilization plans."² The Army also is responsible for expanding its reserve component to meet the needs of war.

Department of the Army

The Department of the Army is an organization within the Department of Defense under the direction and control of the Secretary of Defense. The Secretary of the Army, a civilian appointed by the President and confirmed by Congress, is the head of the Department of the Army.

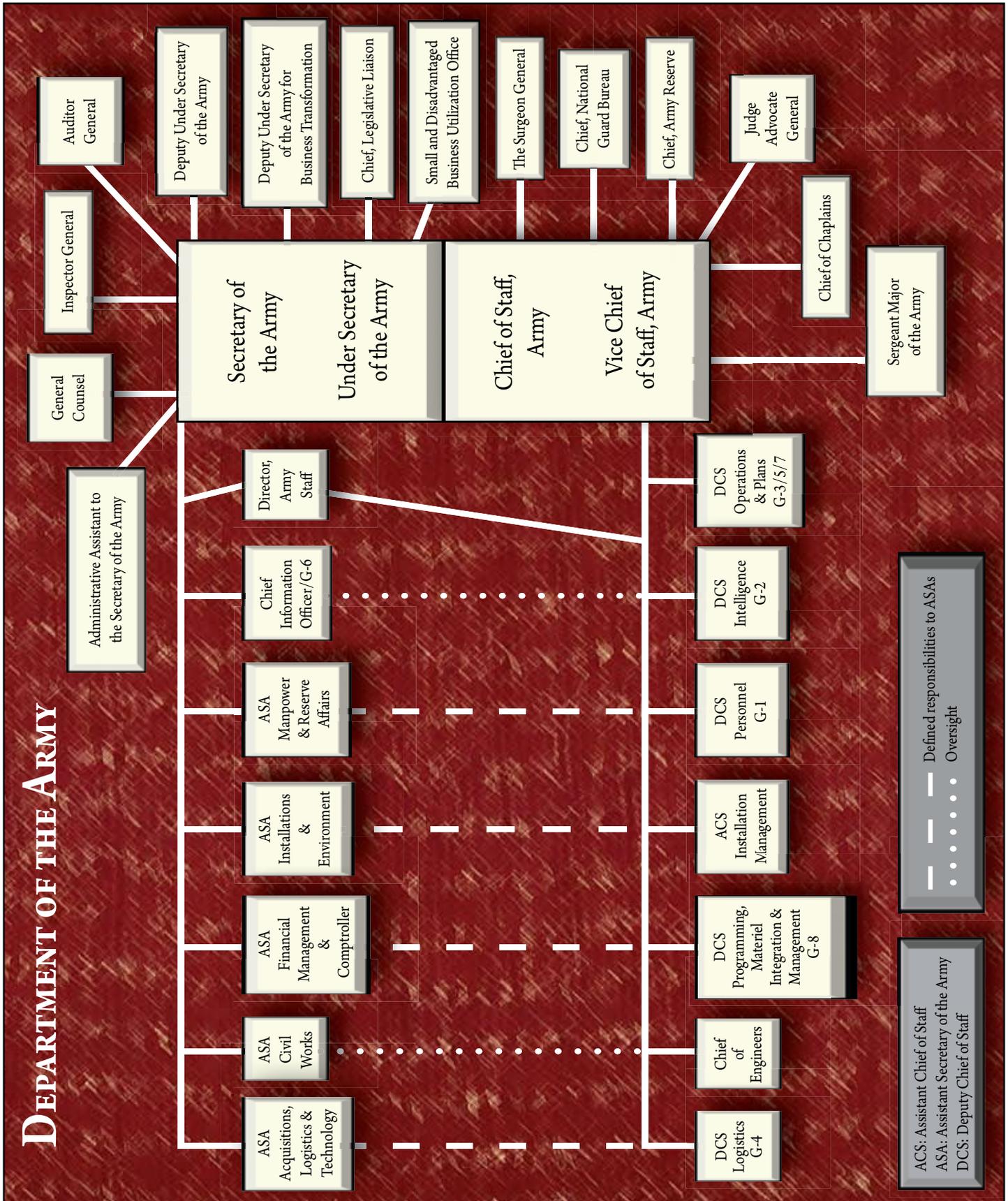
The Secretary of the Army is responsible for all noncombat affairs, including recruiting, organizing, supplying, equipping, training and mobilizing the forces. The Secretary's staff, known as the Army Secretariat, oversees all these functions.

Army Chief of Staff

The Chief of Staff, Army (CSA), the highest ranking officer in the U.S. Army, is appointed by the President for a period of four years. The CSA may

¹ U.S. Code Title 10—Armed Forces, Subtitle B—Army, Part I—Organization, Chapter 307—The Army, Section 3062, available online at http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+10USC3062.

² *Ibid.*



be reappointed for another four years or the term extended in time of national emergency.

The CSA serves as the senior military adviser to the Secretary of the Army, ensures the Secretary's policies are carried out and assists the Secretary in presenting and justifying Army policies, plans, programs and budgets to the Secretary of Defense, the President and Congress. The CSA presides over the Army Staff and oversees all Army organizations and commands. In addition, the CSA is a member of the Joint Chiefs of Staff and presents Army capabilities in planning joint forces endeavors.

Army Components

The U.S. Army is divided into two primary components: the active component (AC) and the reserve component (RC), the latter comprising the Army National Guard and the Army Reserve. Today's Army is a cohesive organization with elements of all three serving together in training, support and combat missions. All Soldiers are obligated to serve eight years in the military; that obligation may be fulfilled through a combination of active, Selected Reserve and Individual Ready Reserve status, described below.

The active Army is the full-time standing Army force. Since 1973 this has been an all-volunteer force used to support forward presence and provide initial forces for rapid deployments worldwide.

The reserve component has three categories: the Ready Reserve, the Standby Reserve and the Retired Reserve. The Ready Reserve, the largest category, includes the following elements:

- **Selected Reserve:** Members of the Selected Reserve train year-round and are assigned to fully-equipped units capable of rapidly deploying for action. This includes members of the Army National Guard, the Army Reserve, Active Guard and Reserve (reservists serving on active duty in full-time administrative roles

for their units), Military Technicians (reservists who are full-time federal employees assigned administrative or training roles for their units), and Individual Mobilization Augmentees (IMAs) assigned to active duty units.

- **Individual Ready Reserve (IRR):** The IRR comprises former members of active duty or reserve forces completing their statutory eight-year military service obligation. They are not assigned to units but may voluntarily participate in training for promotion and retirement credit. Regardless, they may be called to active duty in times of war or national emergency. Soldiers entering the service through delayed-entry programs also are members of the IRR while awaiting basic training.
- **Inactive National Guard (ING):** ING personnel are not in the Selected Reserve but are fulfilling their military service obligation by being attached to a National Guard unit, though they do not train with that unit. They may be called to active duty in times of war or national emergency and mobilized with their unit.

The Standby Reserve consists of Soldiers who are maintaining their military affiliation without being in the Ready Reserve but have been designated "key civilian employees" or have a temporary hardship or disability. Those individuals are not required to perform training and are not part of the Ready Reserve. Because of their specialized skill sets, individuals in the Standby Reserve may be mobilized as needed to fill specific manpower needs. Individuals in the Standby Reserve can be on active status, which means the Soldier can voluntarily participate in training that counts toward retirement credit and promotion, or on inactive status and not authorized to participate in training or be promoted.

The Retired Reserve comprises servicemembers who have retired from either active duty or reserve

careers. Retired Reserve members are categorized according to physical condition and skill sets, but all may be called to active duty in times of war or national emergency.

In today's Army, the Ready Reserve plays significant roles in both support and combat missions and is required to deploy as rapidly as the active forces. Nevertheless, a presidential decision is required to federalize Army National Guard units and personnel and to call Army Reserve units and personnel to active duty. Currently, the law limits reservists to two years of active duty status per presidential order.

The Army National Guard

The Army National Guard is a unique force with dual state and federal missions, due in part to the militias' predating the nation by more than 135 years. The oldest units in the National Guard and the U.S. Army were organized on 13 December 1636 by the General Court at Boston. These citizen Soldiers and those in other militias secured the colonies from attack by the French, the Spanish and Native Americans. They fought alongside the British in the French and Indian Wars, then fought alongside the Continental Army against the British in the War of Independence.

The writers of the Constitution knew firsthand the value of states' keeping their own militias and the nation's unfettered access to those militias when national security warranted. Thus, the Constitution establishes the role of the militias, Congress' responsibility in organizing, maintaining and regulating the militias, and the President's right to call them to active duty.

The Constitution does not mention the National Guard by name. The term "National Guard" was first used in the United States by a New York militia unit in 1824. After the Civil War the term became a popular way of describing the militia units organized by states and territories. The Militia Act of 1903 and the National Defense Act of 1916 subsequently established the National Guard as the official designation for organized militia forces that receive

federal funding. Thus, tracing back through their militia ancestry, Army National Guard members have participated in every U.S. conflict from the Pequot War of 1637 to the current war on terrorism.



The dual jurisdiction of the Army National Guard creates a bureaucratic balancing act. Because the federal government must make sure Army National Guard elements can effectively integrate with the active Army and Army Reserve, DoD establishes training and operations requirements for Guard units and determines the number of authorized Army National Guard personnel and the unit mix available across the country. The states, meanwhile, reserve the authority to locate units and their headquarters. Federal officials may not change any branch, organization or allotment located entirely within a state without approval of the governor. However, such organizational concerns are seamless on the ground. Whether it's a DoD-ordered deployment to counter terrorism in Iraq or a governor's request to counter rising floodwaters in a local community, the Army National Guard responds with an effective, trained force.

The National Guard Bureau

The National Guard Bureau (NGB) administers the federal functions of the Army National Guard and its Air Force counterpart, the Air National Guard. As a staff agency, the NGB participates with the Army staff in developing and coordinating programs directly affecting the Army National Guard. The NGB formulates and administers programs for training, development and maintenance of the Army National Guard and acts as the channel of communication between the Army and the 50 states, three territories (Puerto Rico, Guam, Virgin Islands) and the District of Columbia, each of which has a National Guard unit.

The Chief, National Guard Bureau (CNGB) can be either an Army National Guard or Air National Guard general and is appointed by the President for a four-year term.

State Mission

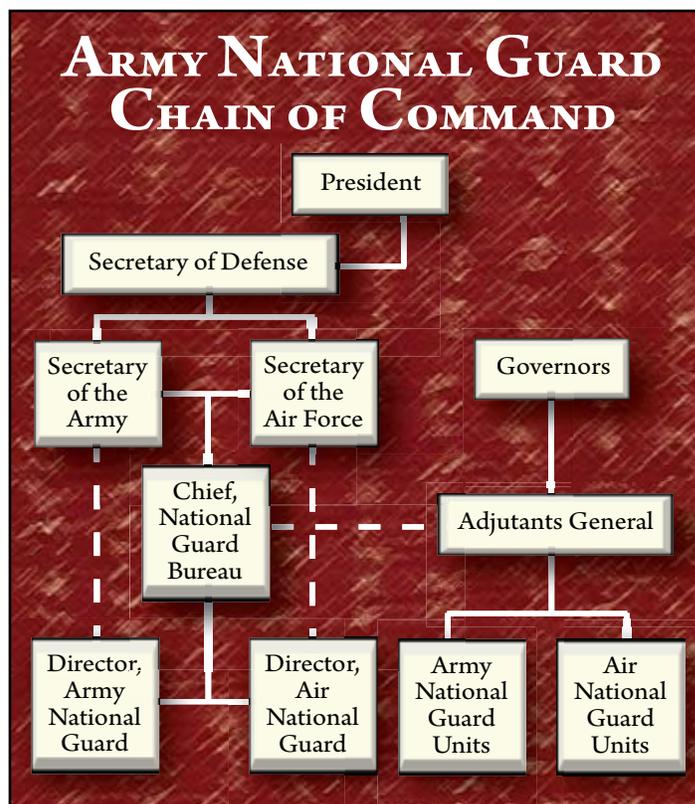
When Army National Guard units are not mobilized or under federal control, they report to the governor of their respective state or territory. District of Columbia units report to the Commanding General, District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the Adjutant General of that particular state or territory.

Under state law the Army National Guard protects life and property and preserves peace, order and public safety through emergency relief support during natural disasters, search and rescue operations, support to civil defense authorities, maintenance of vital public services, and counterdrug operations.

In every state the National Guard has developed quick-reaction forces that serve as the nation's first line of counterterrorism operations. At the request of a governor or the President, the National Guard will deliver a ready-armed, company-sized unit in four hours and the remainder of a battalion in 24 hours. These reaction forces can help local law enforcement agencies by protecting key sites such as power plants and transportation hubs and establishing roadblocks. The National Guard uses existing capabilities and units within each state to handle these "on call" missions. Though not a new concept for the Guard, it has become increasingly important as an element of defense and the deterrence of terrorism throughout the United States.

Federal Mission

The Army National Guard's federal mission is to maintain well-trained, well-equipped units available



for prompt mobilization during war and to provide assistance during national emergencies such as natural disasters or civil disturbances. Army National Guard units also may be mobilized to perform missions other than war, including humanitarian missions, counterdrug operations, peacekeeping missions and missions that promote democratic ideals.

Title 10 of the U.S. Code requires the National Guard to provide "trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security requires, to fill the needs of the armed forces."³ The Army National Guard therefore contains full-spectrum capability for combat, combat support and combat service support missions.

In the seven years since 11 September 2001, the Army National Guard has mobilized more than 650,000 Soldiers to perform both state and federal

³ U.S. Code Title 10—Armed Forces, Subtitle E—Reserve Components, Part I—Organization and Administration, Chapter 1003—Reserve Components Generally, Section 10102, available online at http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+10USC10102.

missions. Today, more than 52,000 Soldiers from the Army National Guard are on active duty.⁴ Besides their commitments in Iraq, Afghanistan and other troubled regions around the world, Army National Guard Soldiers are protecting the homeland, performing key missions in support of U.S. Northern Command. They are helping the Department of Homeland Security to protect critical infrastructure and to patrol our southern borders. They are also continuing their service in vital state-directed missions under the command of the governors.

In 2004, the CNGB directed the most profound organizational change to the National Guard since the end of World War II. The heart of this transformation combined the separate state and territorial Army and Air National Guard headquarters to create a joint force headquarters in each state. This makes the National Guard more responsive to regional combatant commanders and enables the Guard to defend the nation as part of the joint team.

The Army National Guard, furthermore, is undertaking a reorganization of its forces as part of the Army's transformation to a modular force (described in chapter 3, "The Modular Force"). In addition, in early 2006, Headquarters, Department of the Army (HQDA), the Army National Guard and the Adjutants General implemented the Army National Guard rebalance plan, a comprehensive transformation and reorganization of Guard force structure. The result is an Army National Guard force that is more flexible, more capable and more rapidly deployable, with enhanced capabilities for state missions and improved command and control within states and territories.⁵

The Army Reserve

George Washington proposed for the nation a federally controlled contingency army that could support the U.S. Army in time of need, but such a force was not created until 1908 with the Medical Reserve Corps. Out of this organization grew today's Reserve force of well-trained officers and enlisted personnel able to augment and integrate with the active forces. Every military branch has a Reserve element.

The Army Reserve's mission, under Title 10 of the U.S. Code, is to provide trained and ready Soldiers and units capable of combat support and combat service support during peacetime, contingencies and war. The Army Reserve is a key element of the Army, training with active and Army National Guard units to ensure that the three forces work as a fully integrated team. Among the Army Reserve's contributions:



⁴ 2008 Army Posture Statement, submitted to the Committees and Subcommittees of the United States Senate and the House of Representatives, 26 February 2008, available online at <http://www.army.mil/cps/08>.

⁵ See AUSA Torchbearer Issue Paper "The Rebalance of the Army National Guard," January 2008, available online at <http://www.cusa.org/webpub/DeptILW.nsf/byid/RBOH-7BDLKV>.

- enabling the Army to do more with fewer resources by providing a flexible, well-trained, complementary force that can expand and contract to meet the specific needs and challenges of each new mission;
- training Soldiers at the highest possible level in nearly 200 specific skills to support the Army in any mission;
- maintaining a force that can mobilize rapidly and skillfully at any moment to respond to a crisis or situation, or to defend America's interests at home and abroad;
- building a stronger Army by drawing on the strength, support and success of America's diverse backgrounds and communities represented by Soldiers in the Army Reserve;
- anticipating the ever-evolving needs of today's modern Army and helping it transform into a smaller, faster, stronger force while continuing to protect the nation's interests;
- keeping the Army mobile, efficient and complete by providing specialized technological and troop support when and where it is needed most;
- implementing the nation's objectives and supporting national policies while preserving the peace and security and providing for the defense of the United States, its territories, commonwealths and possessions, and any areas occupied by the United States; and
- giving back to the community by providing civil support—such as food, shelter, safe drinking water and medical attention—during emergencies and natural disasters.

Part of the Total Force

To defend our nation's interests, the country needs a force structure that is both flexible and responsive across all its elements. The Army Reserve provides

combat support and combat service support functions that enable the Army to ramp up its capabilities, protect combat forces and sustain mobilization.



To meet the challenges of the 21st century, the Army has had to redefine and restructure itself, becoming smaller, lighter and quicker (see chapter 3, "Army Organization"). The Army Reserve is playing a critical role in this transformation, converting from a strategic reserve to an operational force that is an integral part of American landpower.⁶ With more than 200,000 Soldiers available at any time, the Army Reserve provides a highly skilled, flexible force that can support the Army when and where it is needed most across the full spectrum of missions, including peacekeeping, nation-building and civil support.

Reservists' specialized capabilities and the percentage of the Army's total force represented by Reserve units illustrate the invaluable role the Army Reserve plays in manning today's Army. The Army Reserve contributes 100 percent of the

- chemical brigades,
- internment brigades,
- judge advocate general units,
- medical groups,
- railway units,
- training and exercise divisions, and
- water supply battalions.

The Army Reserve contributes more than two-thirds of the Army's

- civil affairs units,

⁶ See AUSA Torchbearer Issue Paper "Transforming the U.S. Army Reserve to an Operational Force," October 2007, available online at <http://www.ousa.org/webpub/DeptILW.nsf/byid/KCAT-6CXL4Y>.

- psychological operations units,
- transportation groups,
- motor battalions,
- chemical battalions,
- hospitals,
- medical brigades, and
- theater signal commands.

The Army Reserve contributes nearly half of the Army's

- petroleum battalions,
- adjutant general units,
- petroleum groups,
- transportation units,
- terminal battalions, and
- public affairs units.

While the Army Reserve makes up only 20 percent of the Army's organized units, it provides more than half of the Army's combat support and more than a quarter of the Army's mobilization base expansion capability at a cost of about 5 percent of the Army's budget.

The Army Reserve in the War on Terrorism

Since 11 September 2001, more than 191,500 Army Reserve Soldiers have been mobilized in support of ongoing operations, including Operation Enduring Freedom in Afghanistan, Operation Iraqi Freedom and Operation Noble Eagle, which is responsible for keeping secure the nation's airspace and infrastructure.⁷

Civilians and Contractors

Not all Army personnel wear uniforms. A large and essential proportion of the Army team is civilian employees and contractors.

Currently, the Department of the Army employs about 237,000 civilians.⁸ Department of the Army civilians are authorized under Title 5 of the U.S. Code, "Government Organization and Employees." In 2006, the Army established the Army Civilian Corps to unify the Army civilian service and embody the commitment of civilians who serve as an integral part of the Army team.⁹

For the most part, Department of the Army civilians' authority is job related, meaning they exercise authority only as it relates to their positions and in regard to their commander's, supervisor's or unit's level in the chain of command. However, as federal employees, their positions are assigned General Service (GS) ranks, which can carry the same authority and status as certain ranks among

Army Civilian Corps Creed

I am an Army Civilian—a member of the Army Team.

I am dedicated to our Army, our Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army.

I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

I am an Army Civilian.

⁷ *United States Army Reserve 2007 Posture Statement*, available online at <http://www.usarmyreserve2007posturestatement.org/pages/WarriorCitizens.html>.

⁸ *2008 Army Posture Statement*.

⁹ Andricka Hammonds, "Army Civilian Corps established," Army News Service, 12 July 2006, http://www4.army.mil/0cpa/read.php?story_id_key=9287.

uniformed personnel. Civilian employees rise in rank by being promoted to jobs of greater responsibility and authority.

Civilian contractors are employees of private companies who work almost exclusively with or for the Army for a set period of time, though the contract may be renewed. Many of these are defense contractors, technicians who work on weapon systems, computer systems or communications systems. However, contractors are used in all aspects of combat support and combat service support missions, too, from administrative and training duties to intelligence and civil affairs. The Army uses contractors for three primary reasons:

- to take advantage of expertise not available among Department of the Army uniformed or civilian personnel;
- to free up Soldiers for other mission-essential duties; and
- to cut costs where commercial companies can deliver services more economically than can the Army by itself.

Civilian employees and civilian contractors have taken over many of the services and jobs once performed by uniformed personnel. They are a critical part of the Army and of the nation's defense, supplementing officers and enlisted members in every type of mission—from administrative support to combat theater duties—serving alongside uniformed personnel across the full spectrum of military operations and conditions.

Useful Websites

Army

<http://www.army.mil/index.html>

Army Campaign Plan

<http://www.army.mil/thewayahead/acp.html>

Army Center of Military History

<http://www.army.mil/cmh-pg/>

Army Historical Foundation

<http://www.armyhistory.org/>

Army National Guard

<http://www.arng.army.mil/>

Army Reserve

<http://www4.army.mil/USAR/home/index.php>

Army Staff

<http://www.army.mil/organization/hqastaff.html>

Chief of Staff, Army

<http://www.army.mil/leaders/leaders/csa/index.html>

Headquarters, Department of the Army

<http://www.hqda.army.mil/hqda/>

Organization

<http://www.army.mil/organization/>

Posture Statement

<http://www.army.mil/aps/>

Secretary of the Army

<http://www.army.mil/leaders/leaders/sa/index.html>

Sergeant Major of the Army

<http://www.army.mil/leaders/leaders/sma/index.html>

Under Secretary of the Army

<http://www.army.mil/leaders/leaders/usa/>

Values

http://www.army.mil/cmhpg/LC/The%20Mission/the_seven_army_values.htm

Vice Chief of Staff

<http://www.army.mil/leaders/leaders/vcsa/index.html>

Vision

<http://www.army.mil/thewayahead/foreword.html>



Army Organization

Chapter 3

The Full-Spectrum Force

Today the nation is undergoing a historical shift in security concerns, and the Army's organization and operational strategy have adjusted to meet changing threats. Emerging as the world's lone superpower after a 40-year face-off with the well-armed Soviet Union, the United States now faces threats from small states and non-state organizations engaging in unconventional means of warfare.

This type of warfare is called "asymmetric," originally meaning that the military power of the warring parties differed significantly. Today, asymmetric warfare describes a conflict in which the enemy does not operate along a geographical line or front, nor does it engage as a uniformed, organized force. Rather, the enemy is transnational—hidden among civilian populations all over the world—attacking targets of any type, military or civilian, anywhere, any time, in an effort to exploit its enemies' weaknesses to offset deficiencies in its own military quality or quantity.¹

To fight and win this different kind of war, the Army has undertaken a comprehensive transformation of its forces—one of the most profound reorganizations in its history. While the Army is adapting to deter and defeat an enemy that uses unconventional tactics, it will still be able to counter any potential threats from a rising superpower that uses conventional armed warfare, as well as assist with disaster relief and humanitarian missions.

In addition, the Army needs the capability to combat any unforeseen threats and an enemy even more elusive than that of the war on terrorism. The reorganization is creating a force that can deploy rapidly and defeat a full spectrum of threats.

Overarching Organization

Army units perform one of three fundamental war-fighting missions:

- **Combat units**, such as infantry, armor and fires, are directly involved in the conduct of fighting.

¹ For more information, see AUSA's Land Warfare Paper No. 58, *Defining Asymmetric Warfare* by Major David L. Buffaloe, September 2006, available online at http://www.ausa.org/PDFdocs/LWPapers/LWP_58.pdf.



- **Combat support units**, such as chemical, military intelligence, military police and signal, provide operational assistance to combat units.
- **Combat service support units**, such as transportation, medical, quartermaster (supply), ordnance, finance and adjutant general (administration), provide logistical and administrative assistance to the above units.

Supplementing these warfighting elements are the Army's institutional missions, sometimes referred to as the generating force:

- training and military education;
- recruiting;
- research and development;
- engineering and base support; and
- installation management.

The Army Command Structure

The Army has three types of major commands: Army command, Army service component command (ASCC) and direct reporting unit.²

Army commands perform many Title 10 functions across multiple disciplines (U.S. Army Training and Doctrine Command; U.S. Army Materiel Command; and U.S. Army Forces Command).

ASCCs are primarily operational organizations that serve as Army components for combatant commands. An ASCC can be designated by the combatant commander as a joint forces land component command or joint task force (Eighth U.S.



Army; U.S. Army Europe; U.S. Army Pacific; U.S. Army North; U.S. Army South; U.S. Army Central; U.S. Army Space and Missile Defense Command; U.S. Army Special Operations Command; and U.S. Army Surface Deployment and Distribution Command).

Direct reporting units consist of one or more units that have institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army (U.S. Army Military District of Washington; U.S. Army Corps of Engineers; U.S. Army Criminal Investigation Command; U.S. Army Intelligence and Security Command; U.S. Army Medical Command; U.S. Army Test and Evaluation Command; U.S. Military Academy; U.S. Army Reserve Command; U.S. Army Acquisition Support Center; U.S. Army Installation Management Command; and U.S. Army Network Enterprise Technology Command/9th Signal Command).

² Major Army Commands (MACOMs) were the senior headquarters that supervised, coordinated and supported forces and activities across large geographic areas. Based on a recommendation from the Army Campaign Plan, the Army has changed its major command structure to reflect a more effective and efficient command and control structure for supporting the Modular Force. With this change, the term MACOM will no longer be used.



The restructuring is helping to accelerate the Army’s transformation and increase its responsiveness by recognizing the global role and multidisciplinary functions of the Army commands; establishing the ASCCs as reporting directly to the Department of the Army while serving as unique points of contact for combatant commands; acknowledging direct reporting units as functional proponents at the DA level; and promoting effectiveness and efficiencies by transforming the Army’s business processes while operationally focusing the ASCCs on the missions of their combatant commands. For a complete list and description of the Army commands, ASCCs and direct reporting units, see chapter 8, “Army Command Structure.”

The Army Modular Force

Below the three types of major commands, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps.

The Army has undergone a revolutionary transformation, changing the size, focus and hierarchical relationships of its largest, upper-tier organizations: the brigades, divisions, corps and armies. The smaller organizational levels—teams, squads, platoons, companies and battalions—did not greatly change as a result of this transformation.

The Army is calling its new configuration the Modular Force, so named because it relies on self-contained, full-spectrum units that can be plugged into larger forces, including joint forces, thereby giving the nation the capability of responding quickly and effectively to meet the specific circumstances of a crisis. Flexibility is the hallmark of the new Modular Force and its role in current and future operations.

The Army is now a brigade-centric force. Divisions serve as command-and-control headquarters. The

smaller types of units are standardized. For example, every Heavy Brigade Combat Team (described below)—no matter its home base—has the same number of Soldiers and type of equipment. This allows planners of a theater campaign to build an effective force more easily. Once the appropriate number of brigade combat teams is determined based





on theater requirements, planners can select these modular units depending on their availability in the force regeneration cycle (see subsection on “Army Force Generation,” p. 28). Because all units have the same skill sets, they can be deployed on a time basis, which makes deployments more predictable and more fairly distributed throughout the Army, including the reserve component, which is also restructuring with the active Army.

This transition is scheduled to be completed by 2011, with most combat formations and headquarters complete by the end of 2008. Theater army headquarters are to be completed by 2009, phasing in the new structure while meeting the operational demands of fighting the war on terrorism. What follows is an explanation of the Modular Force structure.

Fire Team and Crew

In the infantry, fire teams comprise four or five Soldiers. Combat units built around armored vehicles or fires units are called crews. These are the Soldiers who operate the vehicles or weapon systems. Teams and crews are the smallest organizational units in the Army.

Squad/Section

A squad in the infantry usually consists of two fire teams, whereas in the armored and artillery elements a squad will refer to the piece of equipment and its crews. Four to 10 Soldiers comprise a squad. A section is usually larger than a squad, but the size of either depends on its function. A noncommissioned officer (NCO), usually a sergeant or staff sergeant, leads a squad or section.

Platoon

In the infantry a platoon usually comprises four squads for a total of 16 to 40 Soldiers, though the size may vary depending on the type and mission of the platoon. Platoons are led by lieutenants, with a staff sergeant or sergeant first class as the second in command.

Company/Battery/Troop

Typically, three to five platoons and a headquarters section form a company, battery or troop—a total of 100 to 200 Soldiers. The size depends on the type and mission of the unit. The artillery equivalent of a company is called a battery, and the traditional





cavalry equivalent is called a troop. Company commanders are usually captains, with first sergeants as their principal NCOs. Independent or separate companies are assigned numerical designations (e.g., 561st Medical Company), while organic companies—those belonging to a battalion—are assigned alphabetic designations (e.g., Company B, 1st Battalion, 327th Infantry). Within the combat arms it is also possible to have a separate regimental company-sized organization (e.g., Battery B, 26th Field Artillery). A company is the basic tactical element of the Army, a cohesive component that can enter combat and perform a mission on its own.

Battalion/Squadron

A battalion is composed of four to six organic or separate companies plus a headquarters element, all under the command of a lieutenant colonel, with a command sergeant major as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored cavalry and reconnaissance functions. The Army has combat, combat support and combat service support battalions (e.g., 1st Battalion, 37th Armor; 249th Engineer Battalion; and Headquarters and Headquarters Company, 11th Transportation Battalion). In performance of particular missions, battalions are capable of attaching different types of companies to form battalion-size task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. As part of their esprit de corps and unit identity, battalions are usually the lowest command level to have organizational colors and distinctive unit insignia.

A battalion considered to be a “constituent” to a brigade combat team (BCT, described below) will continue the lineages and honors of the Army’s regimental system. Battalions within the support brigades will also continue the lineages and honors of the regimental system. Each BCT’s special-troops



battalion perpetuates the lineages and honors of the BCT’s headquarters company.

Regiment/Group

“Regiment” is a traditional designation predating the U.S. Army, but it has largely been replaced by the term “brigade.” Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiments being the most familiar. Combat arms units still keep their regiment name for the sake of tradition. For example, the 4th Squadron, 7th Cavalry and the 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army’s most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinant elements but rarely operate as tactical entities.



Brigade

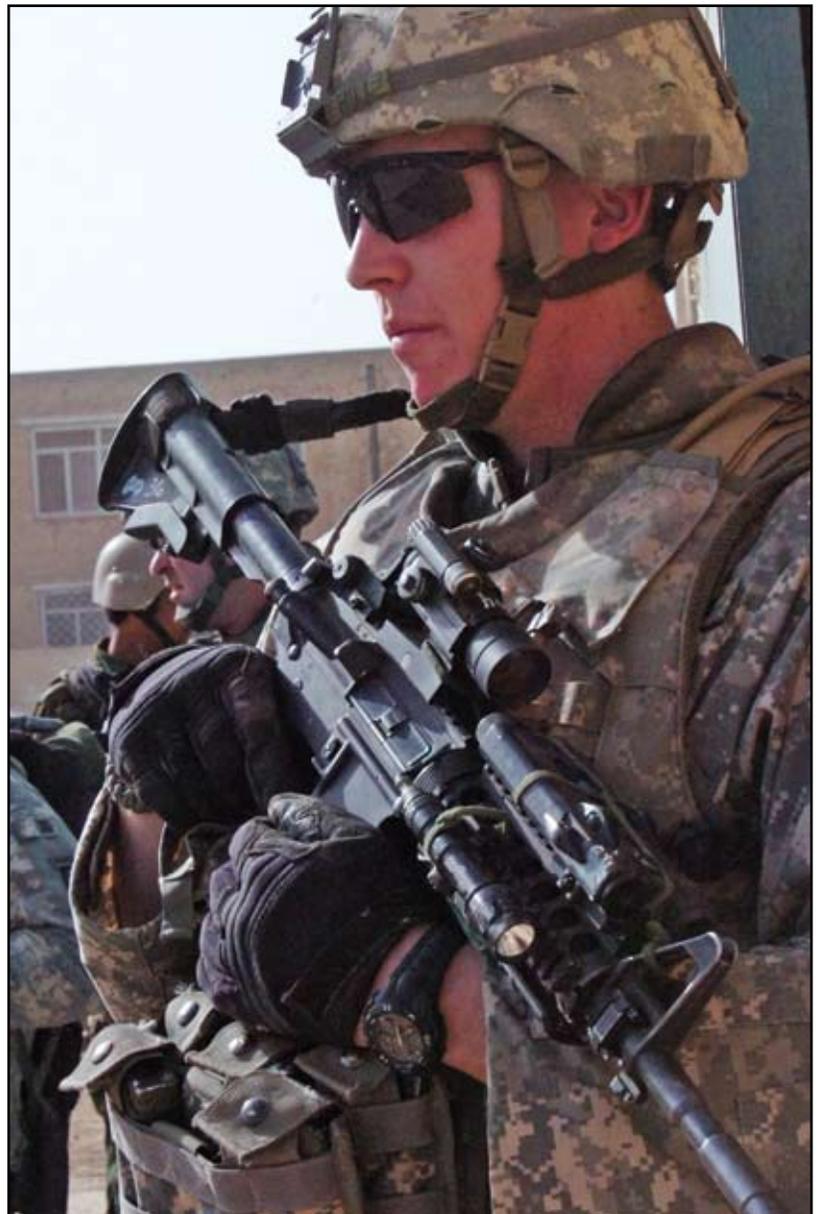
The brigade combat team—the basic combined-arms building block of the Army—is a permanent, stand-alone, self-sufficient and standardized tactical force of 3,500–4,000 Soldiers who are organized the way they fight. The BCT has increased intelligence, surveillance and reconnaissance as well as network-enabled battle command capabilities. BCTs perpetuate the lineages and honors of a divisional brigade or separate brigade (details below). Support brigades are organized into five types: combat aviation brigades, fires brigades, battlefield surveillance brigades, combat-support brigades (commonly referred to as maneuver enhancement) and sustainment brigades. BCTs fall under one of three current designations: Infantry, Heavy or Stryker, described below.

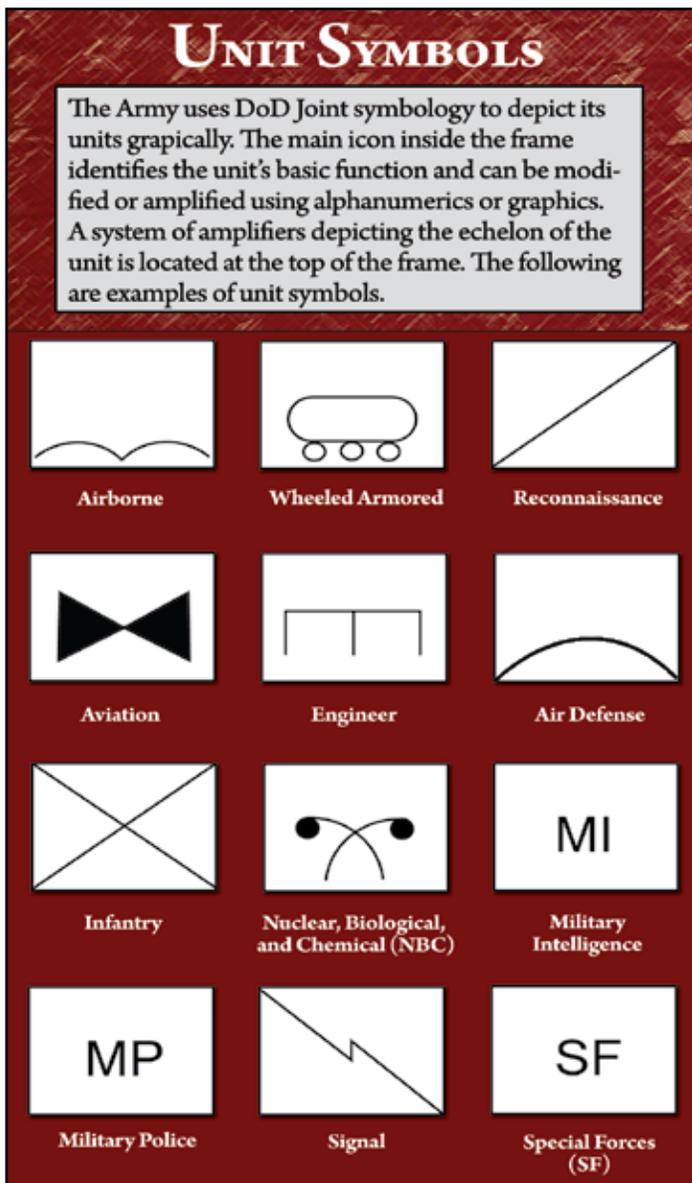
Corps and Division

Corps and divisions feature lieutenant general-commanded and major general-commanded versions, consisting of headquarters of about 300 and 1,000 Soldiers respectively, and are capable of functioning as a joint task force (JTF) and joint force land-component command (JFLCC). The three-star corps perpetuates the lineages and honors of a historical corps. The two-star division perpetuates the lineages and honors of a historical division. The division is a command-and-control headquarters and has no organic brigades, meaning no brigades are permanently assigned to a division's command. Any modular brigade combat team or combat-support brigade may be assigned to any corps or division without extensive task organization or augmentation. This improves the strategic flexibility to provide exactly the right capabilities to support the joint force commander.

Army

Historically, a theater army has been the Army component in a unified command, with both operational and support responsibilities. A field army may be formed by theater army commanders in coordination with unified commands. It normally will be constituted from existing Army forces and structured to meet specific operational requirements. In joint and combined operations, field armies may include units of other services or of allied forces. When the field army is the largest land formation in a





theater of war, its commander may serve as the land component commander and may design and direct the land campaign for the entire theater.

Referred to geographically, the army is a headquarters capable of assuming the duties of a JTF or JFLCC—with augmentation from other services—and controls operations. Each theater army is able to be part of both an ASCC and a JFLCC to support regional combatant commanders. Soldiers assigned to one of these commands will wear the patch of a

traditional numbered army and perpetuate its lineage and honors.

More on Brigade Combat Teams

By 2012 the active component will have 48 BCTs in addition to 28 Army National Guard BCTs, giving the Army 76 combat BCTs, plus approximately 225 support brigades.³

Although the traditional brigades have transitioned into modular BCTs, the Army has decided to retain their designations for the maneuver BCTs. For example, the 2d Brigade, 4th Infantry Division is now called the 2d Brigade Combat Team, 4th Infantry Division.

BCTs fall under one of three current designations: Infantry, Heavy or Stryker.

- **Infantry BCTs** include two infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a logistics support battalion and a organization called the special-troops battalion that combines several functional missions. Selected Infantry BCTs will also be airborne qualified.
- **Heavy BCTs** include two armor-mechanized infantry battalions (one using a historic infantry battalion designation and the other a historic armor battalion designation), an armed reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a special-troops battalion, similar to that of the Infantry BCT.
- **Stryker Brigade Combat Teams (SBCTs)** are centered on the Stryker, an eight-wheel-drive armored infantry carrier. The Stryker comes in several configurations, including infantry carrier, mobile gun system, antitank guided missile, mortar carrier, fire support, medical evacuation, engineer squad, command, reconnaissance and nuclear, biological and chemical reconnaissance.

³ *The 2007 Army Modernization Plan*, Department of the Army, March 2007, available online at <http://www.army.mil/institution/leaders/modplan/>.



Using these all-terrain, all-conditions and easily transportable vehicles as the basic building block, the Army has created a highly agile, highly lethal force.

Containing about 3,900 Soldiers, an SBCT consists of three infantry battalions (with mobile gun, mortar, forward observer and sniper capabilities), a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support battalion, a military intelligence company, an engineer company, a signal company, an antitank company and a headquarters company. The SBCT also has advanced command, control, communications, computer, intelligence, surveillance and reconnaissance (C4ISR) systems that not only give it the best possible assessment of a battlefield but also allow it to draw on all Army and joint force resources when needed. Thus, the SBCT's technology and swift mobility allow it to provide division-level capabilities in a theater of war.



The Future Combat Systems BCT

Future Combat Systems (FCS) is the cornerstone of the materiel modernization of the Army, as it is developing FCS, new aviation systems and more than 300 other advanced technologies and systems. FCS, critical to the Army's success in the 21st century, is fast becoming a reality.

The FCS BCT is a combined-arms unit of modular organizational design. As part of this design, the FCS BCT is built as an integrated, networked system-of-systems whose centerpiece is the Soldier. The FCS BCT will consist of three FCS-equipped combined-arms battalions; a non-line-of-sight cannon battalion; a reconnaissance, surveillance and target acquisition squadron; a brigade support battalion; a brigade intelligence and communications company; and a headquarters company.⁴ The FCS BCT is designed to be self-sufficient for 72 hours of high-intensity combat operations, or for up to seven days in a low- to mid-intensity environment. The net effect of all these design considerations is a BCT with exceptional versatility and operational capability and fewer people than in the current configuration.

The FCS BCT is using evolutionary acquisition to develop, field and upgrade FCS BCTs throughout their lifecycle. Since 2004, the Army has been introducing select FCS BCT capabilities (called "spin-outs"), accelerating the fielding of selected hardware and software to the Current Force to reduce its operational risk. Spin-outs are providing early capability in force protection, networked fires, expanded battle space and battle command. By spinning out FCS and advanced technologies into formations as soon as they are ready, the force will be better able to stay ahead of an adaptive enemy while reducing operational risk.⁵

⁴ "Future Combat Systems (Brigade Combat Team): System Overview," Program Manager FCS, 14 April 2008, available online at https://www.fcs.army.mil/news/pdf/FCS_White_Paper_APR08.pdf.

⁵ See AUSA's Torchbearer National Security Report "A Transformed and Modernized U.S. Army: A National Imperative," April 2007, available online at http://www.ousa.org/PDFdocs/TBSecRpt/TB_FCS_3Apr07.pdf.



Brigade Combat Teams in Transition

The transition of all brigade-level units, divisions, corps and armies, which began in fiscal year (FY) 2004, is scheduled to be completed in FY 2013. When the transformation is complete the active Army plans to have the following field organization:

- 1st Infantry Division, headquartered at Fort Riley, Kansas, with two Heavy BCTs and an Infantry BCT at Fort Riley and one Infantry BCT at Fort Knox, Kentucky.
- 2d Infantry Division, headquartered at Camp Red Cloud, South Korea, with one Heavy BCT in South Korea.
- 3d Infantry Division, headquartered at Fort Stewart, Georgia, with two Heavy BCTs and two Infantry BCTs at Fort Stewart, and one Heavy BCT at Fort Benning, Georgia.
- 4th Infantry Division, headquartered at Fort Carson, Colorado, with three Heavy BCTs and two Infantry BCTs at Fort Carson.
- 25th Infantry Division, headquartered at Schofield Barracks, Hawaii, with one Infantry BCT and one SBCT at Schofield Barracks, one

Infantry BCT (Airborne) at Fort Richardson, Alaska, and one SBCT at Fort Wainwright, Alaska.

- 1st Armored Division, headquartered at Fort Bliss, Texas, with four Heavy BCTs and two Infantry BCTs at Fort Bliss.
- 1st Cavalry Division, headquartered at Fort Hood, Texas, with four Heavy BCTs at Fort Hood.
- 10th Mountain Division, headquartered at Fort Drum, New York, with three Infantry BCTs at Fort Drum and one Infantry BCT at Fort Polk, Louisiana.
- 82d Airborne Division, headquartered at Fort Bragg, North Carolina, with four Infantry BCTs (Airborne) at Fort Bragg.
- 101st Airborne Division (Air Assault), headquartered at Fort Campbell, Kentucky, with four Infantry BCTs at Fort Campbell.
- I Corps, headquartered at Fort Lewis, Washington, with three SBCTs at Fort Lewis.
- 2d Cavalry Regiment SBCT in Germany.
- 173d Airborne parachute Infantry BCT in Vicenza, Italy.

Army Force Generation

The Army has implemented a readiness model to manage the force and ensure the ability to support demands for Army forces. The Army Force Generation (ARFORGEN) process creates operational readiness cycles wherein individual units increase their readiness over time, culminating in full mission readiness and availability to deploy. Manning, equipping, resourcing and training processes are synchronized to the ARFORGEN process. The goal is to be able to generate forces that will support one operational deployment in three years for the active component and one operational deployment in six years for the reserve component. At lower levels of demand, this model may allow the Army to support one operational



deployment in four years for active forces. This model is establishing the basis to bring all units to a full state of readiness—people, equipment and training—before they are scheduled to deploy.

To achieve the readiness progression required by operational readiness cycles, units transition through three ARFORGEN-defined readiness pools:

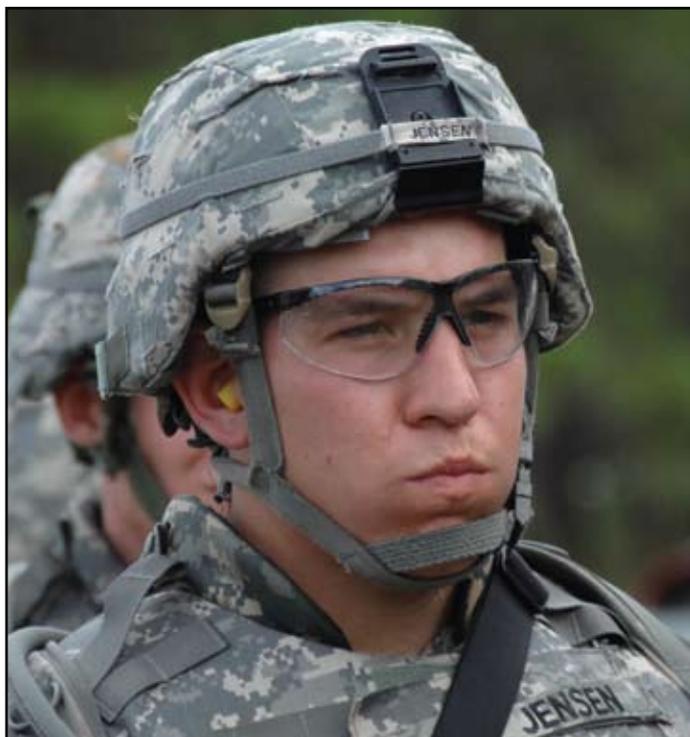
- **Reset/Train:** Units recover from previous deployments, reconstitute, reset equipment, receive new equipment, assign new personnel and train to achieve the required unit capability level necessary to enter the Ready force pool.
- **Ready:** Units are assessed as ready to conduct mission preparation and higher-level collective training with other operational headquarters for upcoming missions. These units are also eligible to fill operational surge requirements, if necessary.
- **Available:** Units are within their assigned window for potential deployment. Units will be sourced against operational (Deployed

Expeditionary Force Package) or contingency (Contingency Expeditionary Force Package) requirements.

Depending on the resources available, fully implementing the Army Modular Force and ARFORGEN yields additional advantages to support the joint force in steady-state operations, including the potential for:

- a steady-state supply of up to 20–21 trained and ready modular BCTs with enablers;
- the capability to surge an additional 20–21 BCTs with enablers from the Ready force pool, given sufficient resources to man, train and equip whole cohesive units;
- stabilized personnel who join, train, deploy and fight together in the same unit;
- a cyclic training process that supports the goal to be fully trained for full-spectrum operations in the steady-state three-year (active) and six-year (reserve) operational cycles;
- more predictable unit deployments, benefiting the Army, Soldiers, families and employers;
- recurrent, assured, predictable access to trained, ready and cohesive reserve units;
- deployment planning goals to identify high-demand, low-density units;
- reduced post-mobilization training time for reserve component units;
- allocation of resources based on unit mission priorities and deployment schedules; and
- the opportunity to synchronize a broad range of generating force processes.

In sum, the Army is working to balance force capabilities within and across the active Army, Guard and Reserve to develop a total force with greater capabilities and greater accessibility. This rebalancing will result in a larger operational Army and create more useful brigades across the board.⁷



⁷ For further information, see AUSA's Torchbearer National Security Report "2006 and Beyond: What the U.S. Army is Doing," March 2006, available online at http://www.ausa.org/PDFdocs/TBSecRpt/TBear_March_06_optimized.pdf.



Budget

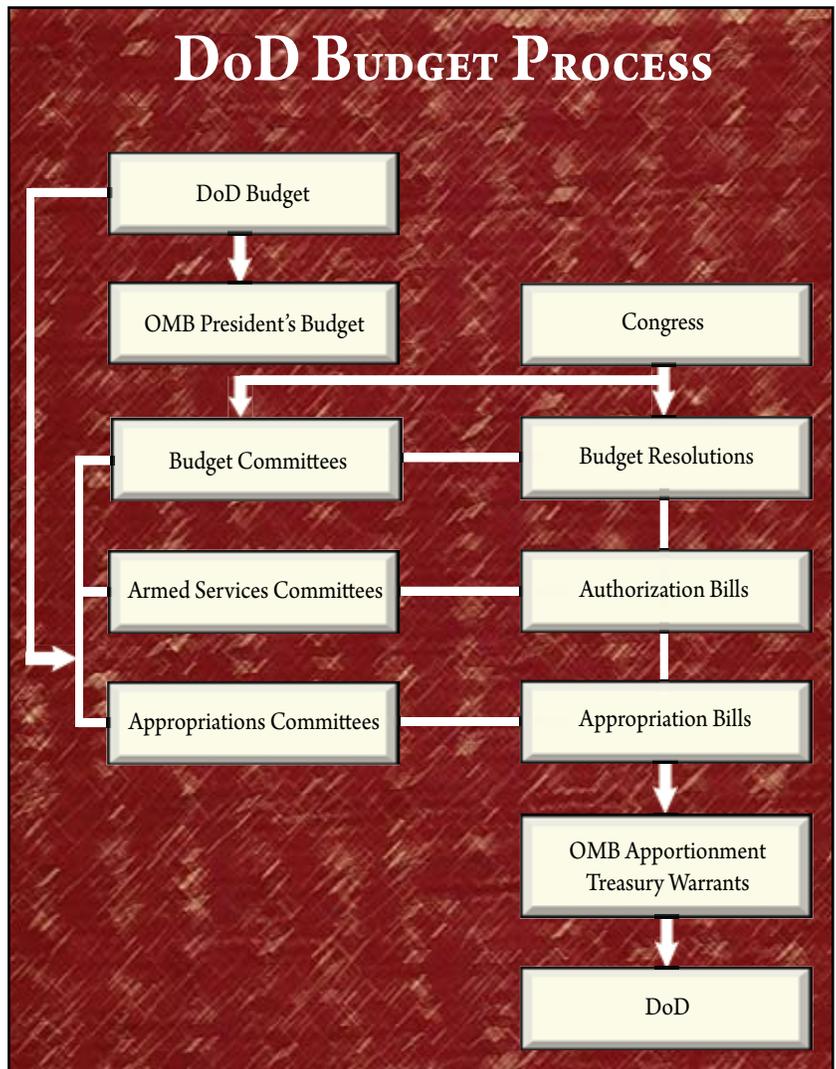
The Army operates on money appropriated by Congress as part of the federal budget, using a fiscal year calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2008 began on 1 October 2007 and ends on 30 September 2008.

The Army budget process begins with commanders identifying requirements from the staff and field organizations and prioritizing their needs. Using guidance from the President’s Office of Management Budget (OMB) and the Department of Defense, the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the President’s Budget submitted to Congress in February. Congress reviews the budget with the intent of providing appropriation acts to the President before the beginning of the next fiscal year on 1 October. However, if no budget agreement is reached by 1 October, Congress passes Continuing Resolution Acts allowing departments to continue operating within stipulated restrictions.

When the President signs the appropriation acts into law, first the U.S. Treasury, then DoD and next the Army receives the funds. Because the money is provided by appropriation it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five fiscal years. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. During times of crisis and war, the Department of Defense asks Congress for supplemental funding to fill the gaps between already appropriated money and the actual costs of operations. In some years,

Congress may also pass a second bill called a bridge supplemental so the Army can continue operations in the time between the end of the last fiscal year (the expiration date of the original supplemental bill) and the passing of the next year’s budget (which can be up to several months later).

After downward trends in funding through the 1990s—part of the “peace dividend” after the Cold War as the United States reduced the size of its armed forces—defense budgets have been on the rise since the 11 September 2001 terrorist attacks on the United States. For example, the FY 2008 budget request including supplementals is \$37 billion dollars more than the FY 2006 expenditures, an increase of 21 percent.



**Useful Websites****Army**

<http://www.army.mil/index.html>

Army Organization

<http://www.army.mil/organization/>

Budget of the U.S. Government

<http://www.whitehouse.gov/omb/>

Crests and Unit Patches

http://www.tioh.hqda.pentagon.mil/DUI_SSI_COA_page.htm

Force Stabilization

<https://www.unitmanning.army.mil/>

Organization

<http://www.army.mil/organization/>

Operational Terms and Graphics

http://www.dtic.mil/doctrine/jel/service_pubs/101_5_1.pdf

Posture Statement

<http://www.army.mil/institution/leaders/posturestatement/>

Units and Installations

<http://www.army.mil/organization/>

The image shows two soldiers in silhouette against a large, waving American flag. One soldier is standing on the left, holding a rifle. The other is kneeling on the right, also holding a rifle. The background is a light blue sky with a large, faint number '4' on the right side.

The Soldier

Chapter 4

Army Strong

The United States Army is among the best trained, most disciplined and most proficient in the world. That tradition dates to 1778 when Baron Friedrich von Steuben wrote the book on training and discipline for George Washington's fledgling Continental Army at Valley Forge. That was the turning point in the War of Independence; von Steuben's training gave the American Army the tools to topple the better-equipped, better-supplied and larger British Army and has been the foundation of America's armed superiority ever since.

The individual Soldier is the basic building block of all Army organization and operations; the strength of the Army lies not only in numbers but also in these Soldiers. Soldiers develop mental, emotional and physical strength forged through shared values, teamwork, experience and training, embodying the spirit of the latest Army recruiting campaign, "Army Strong."

Army Oath

Title 10 of the U.S. Code, which establishes the mission and organization of the U.S. Army, governs

the enlistment and commissioning of the Army's Soldiers. All members upon entering the Army must recite an oath, first established by the Continental Congress when it created the Army in 1775. The current oaths, with wording dating to around 1960, follow.

Enlisted Oath

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God."

Officer Oath

"I, _____ [Social Security Account Number], having been appointed an officer in the Army of the United States, as indicated above in the grade of _____, do solemnly swear (or affirm) that



I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God.”

Army Values

U.S. Army Soldiers adhere to the following seven core Army Values:

- Loyalty—Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.** Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army, Soldiers express their loyalty. By doing their share, they show loyalty to the unit.
- Duty—Fulfill your obligations.** A Soldier doing his or her duty means more than carrying out assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities, building one assignment onto another. Soldiers fulfill their obligations as a part of the unit every time they
- resist the temptation to take shortcuts that might undermine the integrity of the final product.
- Respect—Treat people as they should be treated.** Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. Self-respect is a vital ingredient, too, which results from knowing you have put forth your best effort. The Army is one team, and each Soldier has something to contribute.
- Selfless Service—Put the welfare of the nation, the Army and your subordinates before your own.** In serving their country, Soldiers are doing duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer and look a little closer to see how he or she can add to the effort.
- Honor—Live up to Army values.** Honor is a matter of carrying out, acting and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything. Soldiers make honor a matter of daily living, solidifying a habit of being honorable with every value choice they make.
- Integrity—Do what’s right, legally and morally.** Integrity is a quality developed by adhering to moral principles. It requires never doing and saying anything that deceives others. As a Soldier’s integrity grows, so does the trust others place in that Soldier.
- Personal Courage—Face fear, danger or adversity (physical or moral).** Personal courage has long been associated with the Army. Physical courage is a matter of enduring physical duress and risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking

those actions is not popular with others. Soldiers build personal courage by daily standing up for and acting upon the things they know are honorable.

The Soldier's Creed

In addition to the seven core Army Values, all Soldiers are expected to uphold a set of principles called the Soldier's Creed. This guides every aspect of their Army lives, from their behavior and attitude to their training and the carrying out of duties and missions.

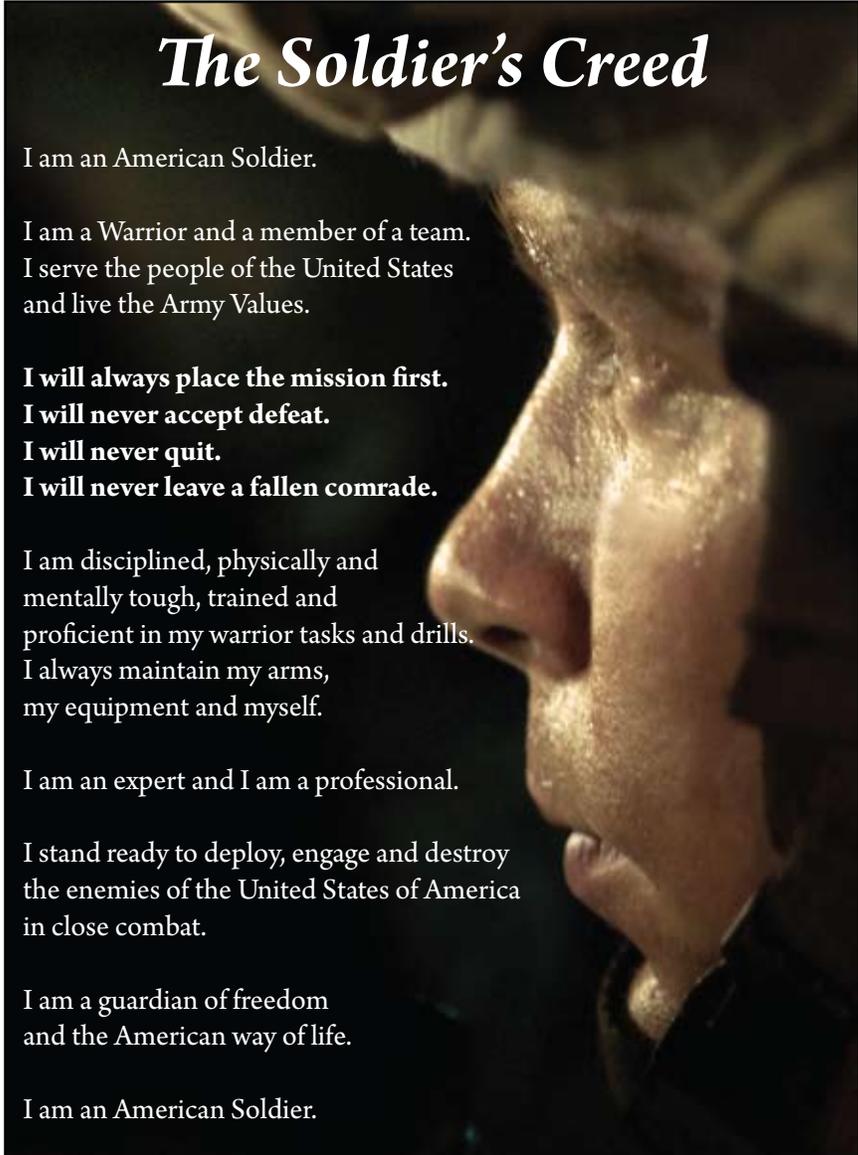
Rank and Promotions

The structure for the Army's uniformed members is based on rank, a designation of experience and authority. Except in some specialized career fields, all members enter the Army at the lowest commissioned or enlisted rank and earn promotions to higher ranks based on their performance record, skill levels, time in grade and leadership qualities. Each succeeding rank carries more authority, greater responsibility and higher pay.

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, including noncommissioned officers (NCOs). Each rank is given a numbered designation (i.e., O-number, W-number or E-number) to indicate its pay grade and corresponding rank with those of other military services. For example, a colonel in the Army is an O-6, the equivalent of a Navy captain, whereas an Army captain, O-3, is the equivalent of a Navy lieutenant. A private first class is an E-3 in the Army but is only an E-2 in the

Marine Corps. Sometimes two ranks may be assigned the same pay grade (e.g., specialists and corporals in the Army, both of whom are E-4s).

The bulk of personnel are enlisted, making up 83 percent of the active Army,¹ 89.4 percent of the Army National Guard and 81 percent of the Army Reserve.² Commissioned officers comprise almost 16.4 percent of the active Army, 8.8 percent of the Army National Guard and 18 percent of the Army



The Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.
I serve the people of the United States
and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

I am disciplined, physically and
mentally tough, trained and
proficient in my warrior tasks and drills.
I always maintain my arms,
my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and destroy
the enemies of the United States of America
in close combat.

I am a guardian of freedom
and the American way of life.

I am an American Soldier.

¹ Active Duty Military Strength Report for 31 May 2008, available online at <http://siadapp.dmdc.osd.mil/personnel/MILITARY/ms1.pdf>.

² *United States Army Reserve 2007 Posture Statement*, available online at <http://www.usarmyreserve2007posturestatement.org/pages/Purpose.html>.



RANK INSIGNIA

	Private E-1			Second Lieutenant (2LT) O-1
	Private (PV2) E-2			First Lieutenant (1LT) O-2
	Private First Class (PFC) E-3			Captain (CPT) O-3
	Specialist (SPC) E-4			Major (MAJ) O-4
	Corporal (CPL) E-4			Lieutenant Colonel (LTC) O-5
	Sergeant (SGT) E-5			Colonel (COL) O-6
	Staff Sergeant (SSG) E-6			Brigadier General (BG) O-7
	Sergeant First Class (SFC) E-7			Major General (MG) O-8
	Master Sergeant (MSG) E-8			Lieutenant General (LTG) O-9
	First Sergeant (1SG) E-8			General (GEN) O-10
	Sergeant Major (SGM) E-9			General of the Army
	Command Sergeant Major (CSM) E-9			
	Sergeant Major of the Army (SMA) E-9			
	Warrant Officer 1 (WO1)			
	Chief Warrant Officer 1 (CW1)			
	Chief Warrant Officer 2 (CW2)			
	Chief Warrant Officer 3 (CW3)			
	Chief Warrant Officer 4 (CW4)			
	Chief Warrant Officer 5 (CW5)			



Reserve. Warrant officers make up the rest. The Army is an equal-opportunity employer, recruiting, enlisting, commissioning, promoting and retaining Soldiers wholly on the basis of skills. By intention this provides the Army with a diverse composition of people.

Commissioned Officers

Commissioned officers receive a commission approved by Congress to serve in the Army. As such, commissioned officers legally represent the Commander in Chief (the President of the United States), and the commission serves as the basis for an officer's legal authority. Commissioned officers are the equivalent of mid- and high-level executives in civilian corporations, managing large numbers of people and resources. They are expected to prudently and courageously exercise finely honed judgment to command Soldiers, establish Army policy and manage Army resources. Commissioned officers earn their commissions either by graduating from the U.S. Military Academy (USMA) at West Point, by completing the Reserve Officer Training Corps (ROTC) program while attending college, or by completing Officer Candidate School (OCS). The officer corps is divided into three designations:

- lieutenants and captains are company-grade officers;
- majors, lieutenant colonels and colonels are field-grade officers; and
- the top five ranks, represented by stars, are general officers.

The Army's highest rank, General of the Army (five stars), was created in 1944 and conferred on George Marshall, Douglas MacArthur, Dwight Eisenhower and Henry Arnold. Omar Bradley, the last to hold the rank, was appointed in 1950.

Warrant Officers

Warrant officers are highly specialized experts and trainers in specific technologies, activities or skills. They are single-track officers in that they stay within their specialties throughout their careers

rather than rising through levels of command or staff duties. Warrant officers earn their warrants from the Secretary of the Army upon completing Warrant Officer Candidate School. When promoted to chief warrant officer two (CW2), warrant officers receive a commission from the President and have the same legal status as commissioned officers, though they maintain their single-track careers.

Enlisted Personnel

Soldiers who enlist in the Army make up the enlisted ranks. They must successfully complete Basic Training, where they learn the Army culture and core skills of a Soldier, and attend Advanced Individual Training (AIT) to learn a specialty. The three lowest pay grades—private, private E-2 and private first class—usually are in training or on their first assignments. At E-4, specialists gain greater responsibilities within their career fields.

Though sharing the E-4 pay grade with specialists, corporals share the status of noncommissioned officer with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers, but they also are given authority to direct Soldiers, manage operations and take on other leadership duties to accomplish a mission. NCOs are traditionally called “the backbone of the U.S. Army” because of their experience in and knowledge of their specialties, their devotion to duty and their dedication to the Army's mission. As such they not only transform recruits into teams of Soldiers but often are tasked with teaching lieutenants the basics of being an officer.

The Army's highest ranking NCO is the Sergeant Major of the Army (SMA), who serves as an adviser to the Army Chief of Staff and as a spokesperson for the whole enlisted force among the command levels of the Army.

Training

No matter their rank, all personnel (including USMA and ROTC graduates) receive training upon entering the Army. Soldiers also are encouraged to

continue both their military education and college degree pursuits as they rise in rank. The U.S. Army Training and Doctrine Command (TRADOC) operates an extensive Army school system that provides military specialty training and professional military education. All Soldiers, including those in the Army National Guard and Army Reserve, have access to this education network. Generally, Army training can be categorized as institutional training and unit tactical training.

Institutional Training

- **Initial Entry Training.** This includes basic training for enlisted personnel, traditionally known as “boot camp,” a strenuous program in which new recruits learn the organization of the Army, discover the intellectual and physical requirements of being a Soldier and are instilled with the **Warrior Ethos: to place the mission first, never accept defeat, never quit and never leave a fallen comrade.** Officers similarly undergo such training with OCS, and the lessons—both mental and physical—are part of the curriculum at the Military Academy and in ROTC programs. Warrant officers receive their initial training at the U.S. Army Warrant Officer Career Center.
- **Advanced Individual Training.** Soldiers proceed from Initial Entry Training to courses at an Army branch school or unit to learn skills specific to their assigned career. Officers also attend Basic Courses at an Army branch school. Each career field has specialized training; when a Soldier or officer changes career fields, he or she will “cross-train” by going through another branch school.
- **Professional Military Education.** An ongoing series of courses and schools help develop leadership skills and warfighter knowledge among America’s Soldiers. Schools for NCOs include the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the



Sergeants Major Academy. Officer courses include Command and General Staff College, the Armed Forces Staff College, the Army War College and the National Defense University (including the National War College, the Industrial College of the Armed Forces and the Joint Forces Staff College). Army officers may also attend U.S. Air Force and Navy schools, or be assigned as exchange students at foreign military schools.

- **Specialty Training.** Officers and NCOs take career specialty courses throughout their careers to develop technical skills and knowledge necessary for their duties.
- **Military Doctrine.** In addition to skills- and knowledge-based coursework, TRADOC helps the Army formulate warfighting and organizational strategies, called “doctrine.” Doctrine is formulated through scholarship of military techniques and strategies past and present, lessons learned from recent and ongoing campaigns, and experiments with equipment, behaviors and strategic theories.

Unit Tactical Training

Unit tactical training prepares units, individually or in tandem with other units, for a variety of operational

missions. Although most of this training is conducted at home installations, the Army operates three combat training centers that provide realistic training in a wide spectrum of environments: the National Training Center (NTC) at Fort Irwin, California; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany. These training centers offer opportunities to apply unit mission skills against well-trained “opposing forces” posing as the enemy.

Exercises that simulate both war and other-than-war operations are another form of unit tactical training. Exercises test and grade a unit’s current ability to carry out its missions, giving its Soldiers valuable training and also revealing areas where the unit could improve. These range from “tabletop” exercises that test organizational procedures and preparation to full-scale war games involving other Army units, other U.S. military services and/or other nations’ forces.

Branch Training

All Soldiers are assigned to and trained in one of the branches of the Army. These are job and skill specialties the Soldier will perform in combat or in support of combat units. The branches of the Army are grouped according to their primary mission:

- to engage in combat;
- to directly support combat elements; or
- to provide combat service support or administration to the Army as a whole.

Soldiers who serve in these branches wear distinctive insignia on their uniforms. In addition, Soldiers may receive special insignia indicating their qualifications in certain skills. During their careers, Soldiers receive unit badges and earn medals and other honors displayed as ribbons on their dress uniforms. These decorations represent commitment to excellence and unit cohesion, and Soldiers wear them proudly.

Soldier as a System

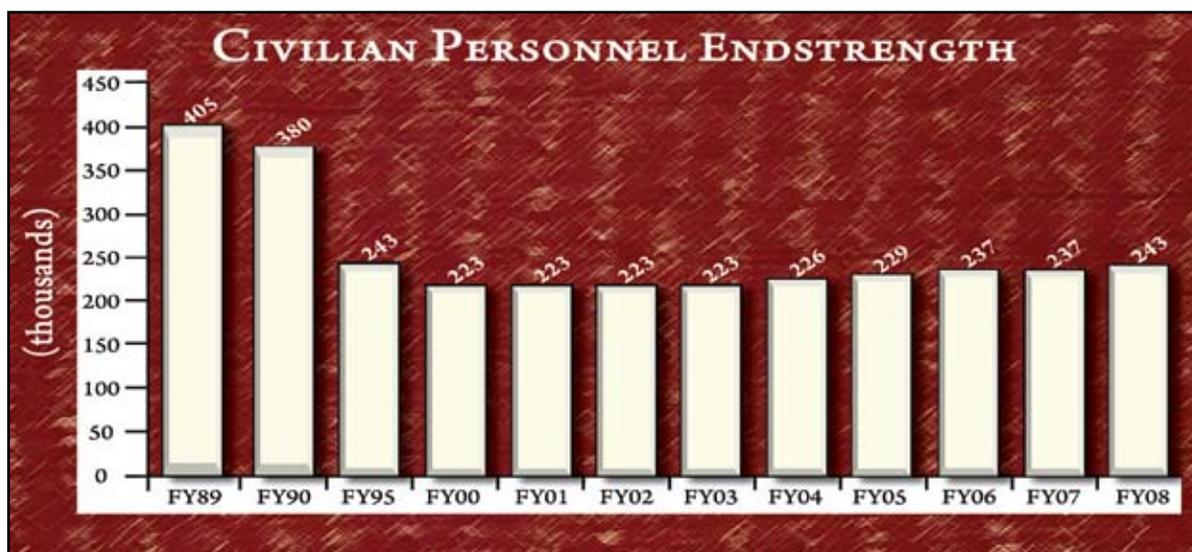
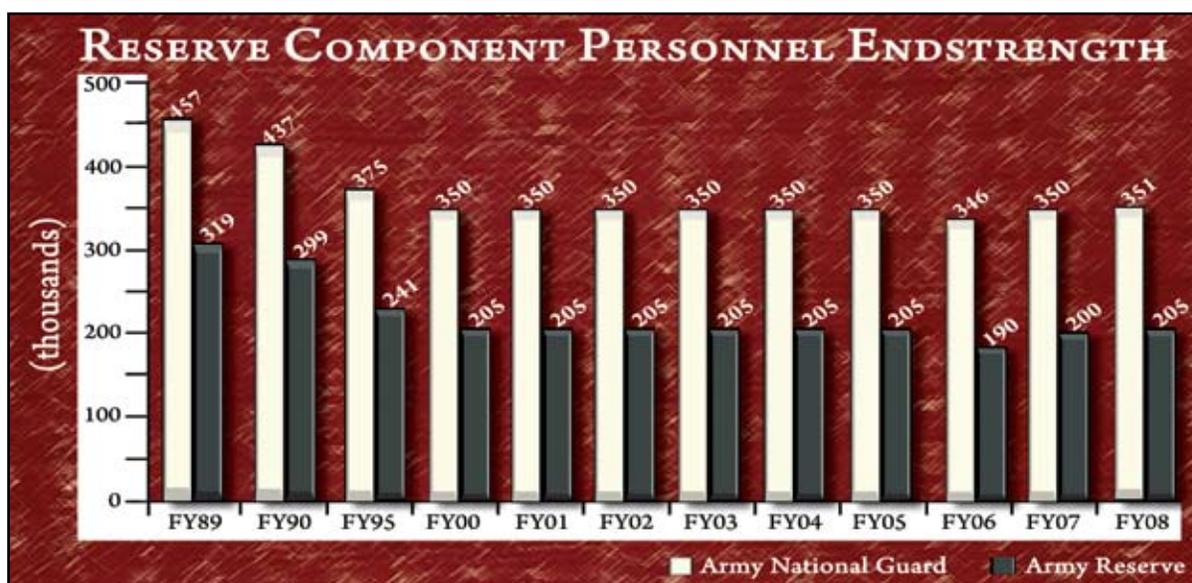
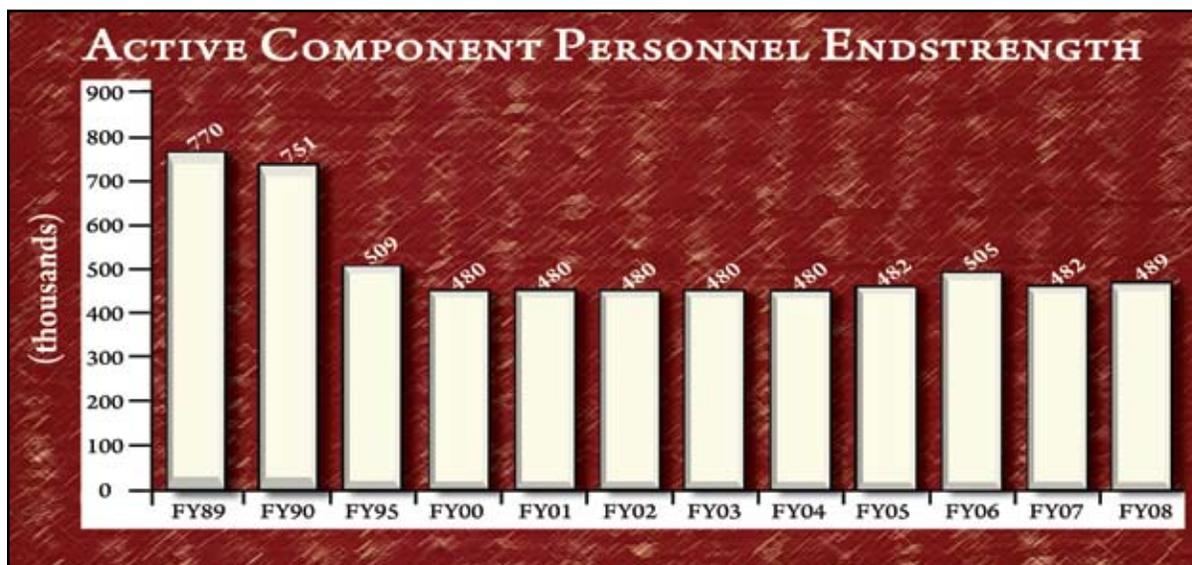
After decades of technological advancements in weaponry, transportation, armor and airborne capabilities, the Army has recently addressed the modernization of its centerpiece weapon—the Soldier. The initiative, called Soldier as a System, will provide all Soldiers, including those in rear echelons, with equipment and training to achieve the following qualities in the full spectrum of military operations in all environments:

- **Lethality**—capability to detect, identify, counter or kill selected targets;
- **Survivability**—effective protective materiel and countermeasures, including self-defense;
- **Mobility**—efficient and effective movement for both mounted and dismounted Soldiers, including reducing an individual Soldier’s load;
- **Sustainability**—reliable and durable equipment and physically and mentally healthy Soldiers;
- **Battle Command Capabilities**—capability to receive and use information that provides a more complete picture of the battlefield and rapid changes in that battlefield.

Endstrength

Endstrength is the term used for the total number of people serving in the various components of the Army as authorized in the budget passed by Congress. The FY 2008 congressionally authorized endstrength is 525,400 for the active Army, 351,300 for the Army National Guard and 205,000 for the Army Reserve.³ The Army also employs about 243,000 civilians. These numbers are less than two-thirds the endstrength available to the Army at the end of the Cold War in 1989 (770,000 for the active Army, 457,000 for the Army National Guard, 319,000 for the Army Reserve, and 405,000 civilians). As the American government pursued a “peace dividend,” the forces steadily decreased throughout the 1990s,

³ “Army FY 08/09 Budget Overview,” Major General Edgar E. Stanton, Director of the Army Budget, February 2007, available online at <http://www.asafm.army.mil/budget/fybm/fy08-09/overview.pdf>.



reaching the current levels at the end of the millennium. The FY 2008 budget proposes endstrength increases every year through 2013, when active Army endstrength will increase to 547,400. The Army had planned an endstrength increase of 65,000 over five years—until 2010—but recently Secretary of Defense Robert Gates approved a plan to speed that up by two years.⁴

Recruiting and Retention

As an all-volunteer force the Army must recruit to meet its endstrength, but it seeks only individuals who want to serve the nation and who have the commitment and endurance to stay the course.

The Army recruits most of its enlisted personnel through high schools and recruitment offices located in almost every community in the nation. Officers enter the Army through the U.S. Military Academy at West Point, the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the senior ROTC program, operated by the U.S. Army Cadet Command at 272 colleges and universities in the United States. It produces approximately 60 percent of the Army's second lieutenants. The command also oversees more than 1,600 Junior ROTC units in the nation's high schools.

Retention is another ongoing effort for the Army, impacted by mission needs within the Army as well as by external economic and social factors. Once it has created the best and brightest Soldiers, the Army, backed by Congress, wants to keep them. Retention depends on the Soldier's continued satisfaction with his or her career and quality of life as well as



the family's satisfaction with the quality of military life. This includes compensation, single-Soldier and family housing, health care and retirement benefits.

The Army will on occasion issue a "stop loss" order which forbids Soldiers in specifically identified units or career fields from separating from the Army even when their enlistment commitment is concluded. A "stop loss" order is issued only in times of national emergency.

Useful Websites

Army Recruiting

<http://www.goarmy.com/nfindex.jsp>

Army Reserve Recruiting

<http://www.goarmy.com/reserve/nps/index.jsp>

⁴ Kristen Roberts, "U.S. military hits recruit goals; 2008 looks tougher," Reuters, 10 October 2007, available online at <http://www.reuters.com/article/latestCrisis/idUSN10242502>.

**Army National Guard Recruiting**

<http://www.1800goguard.com/home.html>

Army Schools

<http://www.army.mil/organization/schools.html>

Careers in the Military

<http://www.careersinthemilitary.com/index.cfm?fuseaction=services.army>

Center for Army Lessons Learned

<http://call.army.mil/>

Civilian Jobs

<http://cpol.army.mil/index.html>

Crests and Unit Patches

http://www.tioh.hqda.pentagon.mil/DUI_SSI_COA_page.htm

Enlisted Management

<https://www.hrc.army.mil/site/active/enlist/enlist>.

Enlisted Selections and Promotions

<https://www.perscom.army.mil/select/enlisted.htm>

Installation Management Agency

<http://www.ima.army.mil/demo/sites/local/>

Officer Management

<https://www.perscomonline.army.mil/opmd/opmd.htm>; <http://www.army.mil/careers/officers.htm>

Officer Selection and Promotions

<https://www.perscomonline.army.mil/select/OfWoProm.htm>

Protocol

<http://www.hqda.army.mil/protocol/main/Publications.asp>

Rank Insignia

http://www.tioh.hqda.pentagon.mil/Rank_page/USArmyRankInsignia.htm

ROTC

<http://www.goarmy.com/rotc/index.jsp>

Soldier's Creed

http://www.army.mil/SoldiersCreed/flash_version/index.html

Song

<http://bands.army.mil/music/armysong.asp>

Symbols

<http://www.army.mil/ArmySeals.htm>

Units and Installations

<http://www.army.mil/organization/>

U.S. Military Academy

<http://www.usma.edu/>

Values

http://www.army.mil/cmhpg/LC/The%20Mission/the_seven_army_values.htm

Vision

<http://www.army.mil/thewayahead/foreword.html>

Warrant Officer Management

<https://www.perscom.army.mil/OPWod/wod.htm>

Warrant Officer Recruiting

<http://www.usarec.army.mil/hq/warrant/>

Warrant Officer Selection and Promotions

<https://www-perscom.army.mil/select/ofwoprom.htm>



The Uniform

Chapter 5

The Army Uniform

The Army uniform is standardized dress that makes it easy to identify a Soldier. Soldiers wear different uniforms depending on where they are or the duty they are performing. The Army issues the following uniforms:

The Army Combat Uniform

First introduced in February 2005, the Army Combat Uniform (ACU) replaced the Army's old battledress uniform (BDU) and its "woodland" pattern (used since 1981). The ACU consists of a jacket, trousers, patrol cap, moisture-wicking t-shirt and the recently adopted Army Combat Boot (Temperate and Hot Weather). The new ACU is the culmination of many months of research and development by Soldiers, for Soldiers.

The ACU uses the Universal Camouflage Pattern (UCP), commonly called ACUPAT or ARPAT, which blends green, tan and gray in a pixilated pattern to work effectively in desert and urban environments. According to the design team at Program Executive Office (PEO)

Soldier, the color black was omitted from the uniform because it is not commonly found in nature. One might think the same thing about the pixilated pattern, but it actually is more confusing to the eye than the previous fluid pattern, allowing Soldiers to blend in better with their surroundings. The pattern design is based on research into Dual Texture (Dual-Tex) Camouflage conducted in the 1970s. It also features numerous design improvements based on input from Soldiers, such as more pockets with easier access and an improved fit. A flame-resistant ACU (FR ACU) has the same design but is made of advanced FR fabrics.

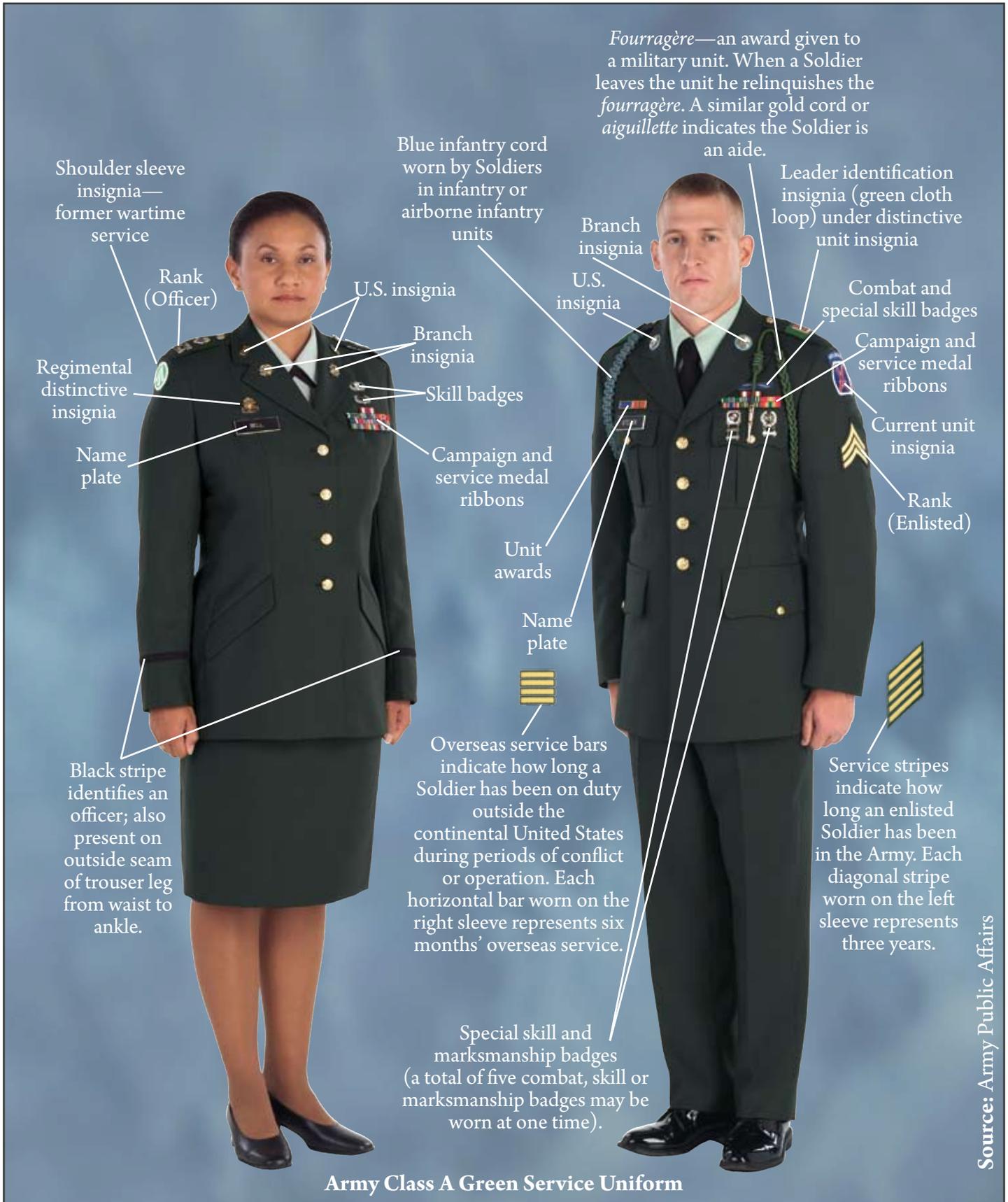
The black beret is the normal headgear for the ACU, but there is a matching patrol cap that can be worn at the commander's discretion.

The Army Green Service Uniform

The Army Green Service uniform is a versatile ensemble of parts that can be worn in various combinations to make either a Class A or Class B uniform. These uniforms may be worn throughout



Source: Army Public Affairs



Army Class A Green Service Uniform

Source: Army Public Affairs



BRANCH INSIGNIA



Acquisition Corps



Adjutant General



Aide, Chief of Staff, Army



Aide, General of the Army



Aide, General Officers



Aide to Chairman, Joint Chiefs of Staff



Aide, President of the United States



Aide, Secretary of the Army



Aide, Secretary of Defense



Air Defense Artillery



Armor



Aviation



Band



Cavalry



Chaplain, Buddhist



Chaplain, Christian



Chaplain, Jewish



Chaplain, Muslim



Chaplain Assistant



Chemical



Civil Affairs



Corps of Engineers



Field Artillery



Finance



General Staff



Branch Immaterial and Command Sergeant Major



Infantry



Inspector General



Judge Advocate General



Logistics



Medical Corps



Dental Corps



Veterinary Corps



Medical Service



Nurse Corps



Medical Specialist Corps



Military Intelligence



Military Police



National Guard Bureau



Ordnance



Psychological Operations



Public Affairs



Quartermaster Corps



Signal Corps



Special Forces



Staff Specialist



Transportation



BADGES



Air Assault



Astronaut



Aviation



Aviator



Combat Action



Diver



Driver and Mechanic



Flight Surgeon



Glider



Combat Infantry



Expert Infantryman



Combat Medical



Expert Medical



Nuclear



Explosive Ordnance



Parachutist



Pathfinder



Physical Fitness



Pistol Shot



Ranger



Rifle Shot



Rigger



Sapper



Special Forces



Weapon Qualification



Office of the Secretary of Defense



Office of the Joint Chiefs of Staff



Army Staff



Guard, Tomb of the Unknown Soldier



Recruiter



Career Counselor



Drill Sergeant

the year for a wide variety of occasions, either on or off duty, during travel or at private or official informal social gatherings.

The Class A uniform consists of the Army green coat and trousers or skirt, worn with either a short- or long-sleeve shirt and a black necktie. This uniform is used for special occasions such as graduations, promotion boards, promotion ceremonies and other special events put on by the military. It may also be worn to civilian functions such as weddings or religious services. The Army green coat is a single-breasted, peaked-lapel coat with four buttons. Matching green trousers are straight-legged and without cuffs. Trousers have side and hip pockets; the left hip pocket has a buttonhole tab and button.

The Class B uniform omits the coat. The tie can also be omitted if the short-sleeve shirt is worn. The

Class B uniform is what Soldiers wear when they are not working in a field environment.

The black beret is worn with both the Class A and Class B uniforms. Other authorized headgear, such as organizational berets and drill sergeant hats, may also be worn with Class A and Class B uniforms.

The replacement for the Army Green Service Uniform, the Army Service Uniform (described below), was introduced in late 2007. A wear-out date for the Army Green Service Uniform has not yet been established.

The Army Service Uniform

The Army Service Uniform (ASU) is a traditional uniform that fully embodies the imperatives of utility, simplicity and quality. The ASU presents a distinctive appearance that readily identifies a Soldier to the

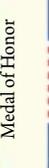
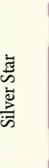
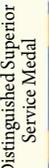
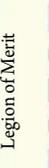
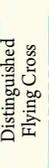
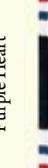
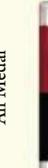
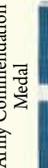
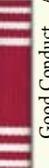
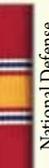


RIBBONS

Unit Citations

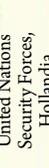
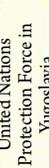
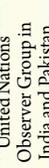
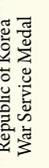
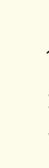
The gold-bordered unit citations are worn on the left side of the Army Service Uniform and Army Green Class A Uniform.

			
Presidential Citation	Valorous Unit Award	Meritorious Unit Commendation	Army Superior Unit Award
			
Philippine Republic Presidential Unit Citation	Vietnam Presidential Unit Citation	Republic of Vietnam Gallantry Cross Unit Citation	Republic of Vietnam Civil Actions Unit Citation

							
Medal of Honor	Distinguished Service Cross	Defense Distinguished Service Medal	Army Distinguished Service Medal	Silver Star	Distinguished Superior Service Medal	Legion of Merit	Distinguished Flying Cross
							
Soldier's Medal	Bronze Star Medal	Purple Heart	Defense Meritorious Service Medal	Meritorious Service Medal	Air Medal	Joint Service Commendation Medal	Army Commendation Medal
							
Joint Service Achievement Medal	Army Achievement Medal	POW Medal	Good Conduct Medal	Army Reserve Components Achievement Medal	Army of Occupation Medal	National Defense Service Medal	Korean Service Medal
							
Antarctica Service Medal	Armed Forces Expeditionary Medal	Vietnam Service Medal	Southwest Asia Service Medal	Kosovo Campaign Medal	Afghanistan Campaign Medal	Iraq Campaign Medal	Global War on Terrorism Expeditionary Medal
							
Global War on Terrorism Service Medal	Overseas Service Ribbon	Overseas Service Components Ribbon	United Nations Observer Group in India and Pakistan	Military Outstanding Volunteer Service Medal	Army Sea Duty Medal	Armed Forces Reserve Medal	NCO Professional Development Ribbon
							
Army Service Ribbon	Overseas Service Ribbon	Army Reserve Components Overseas Training Ribbon	United Nations Defense Board Medal	Inter-American Defense Board Medal	United Nations Medal	NATO Medal	Multinational Force and Observers Medal

United Nations Ribbons

Effective 13 October 1995, those awarded these medals may wear—in the same position as the United Nations medal—the first medal and ribbon for which they qualify. Subsequent awards will be denoted by a bronze service star. Not more than one UN ribbon may be worn.

			
United Nations Security Forces, Hollandia	United Nations Protection Force in Yugoslavia	United Nations Observer Group in Cambodia	United Nations Security Forces, Hollandia
			
United Nations Observer Group in Western Shara	United Nations Transitional Authority in Cambodia	United Nations Mission in Haiti	United Nations Observer Group in Western Shara
			
United Nations Advanced Mission in Cambodia	United Nations Mission in Cambodia	United Nations Mission in Cambodia	United Nations Advanced Mission in Cambodia

Individual Awards and Decorations

The Army uses military awards and decorations (i.e., medals and ribbons) to recognize servicemembers' excellence and to motivate them to higher levels of performance. A ribbon can represent a campaign in which the Soldier took part, such as the global war on terrorism or Kosovo, or it can represent a medal the Soldier was awarded, such as the Medal of Honor or Silver Star. These ribbons are worn, arranged in order of precedence, on the left side of the Army Service Uniform and Army Green Class A Uniform.

American public. Army blue, green and white Service Uniforms have been streamlined to one blue as part of an evolutionary process to reduce the number of Army dress uniforms. Army Blue as a uniform color traces its origins back to the National Blue of the U.S. flag and was first mandated for wear by Soldiers in the Continental Army of 1779.

The ASU provides a basic set of components that allow Soldiers to dress from the lowest end to the highest end of service uniforms with little variation required. The ASU eliminates the need for numerous sets of green Class A uniforms, dress blue uniforms and, for some, dress white uniforms. Streamlining various dress uniforms into one ASU reduces the burden on Soldiers in the same manner that the ACU did for the field utility uniform.

The ASU is based on the Army Blue Uniform. The men's and women's Army Blue Uniform coats' basic design remains unchanged. A new grey shirt may be used for daily wear, and a white shirt may be worn for ceremonial and formal occasions.

Officers and noncommissioned officers (corporal and above) wear the service cap with the ASU. Enlisted Soldiers (specialist and below) wear the beret with the ASU. The current black accessories, such as the windbreaker, all-weather coat, overcoat and sweaters, may be worn with the ASU.

The blue ASU was introduced to military clothing sales stores in the fourth quarter of FY 2007. The Army will introduce the ASU into Soldiers' clothing bags at initial-entry training in the first quarter of FY 2009. The mandatory possession date of the blue ASU for all Soldiers is the fourth quarter of FY 2011.*

Useful Websites

Army Awards, Decorations, Campaign and Service Medals

<http://www.tioh.hqda.pentagon.mil/Awards/Ribbons/OrderofPrecedence.htm>

Army Service Uniform Timeline

<http://www.army.mil/symbols/uniforms/timeline.html>

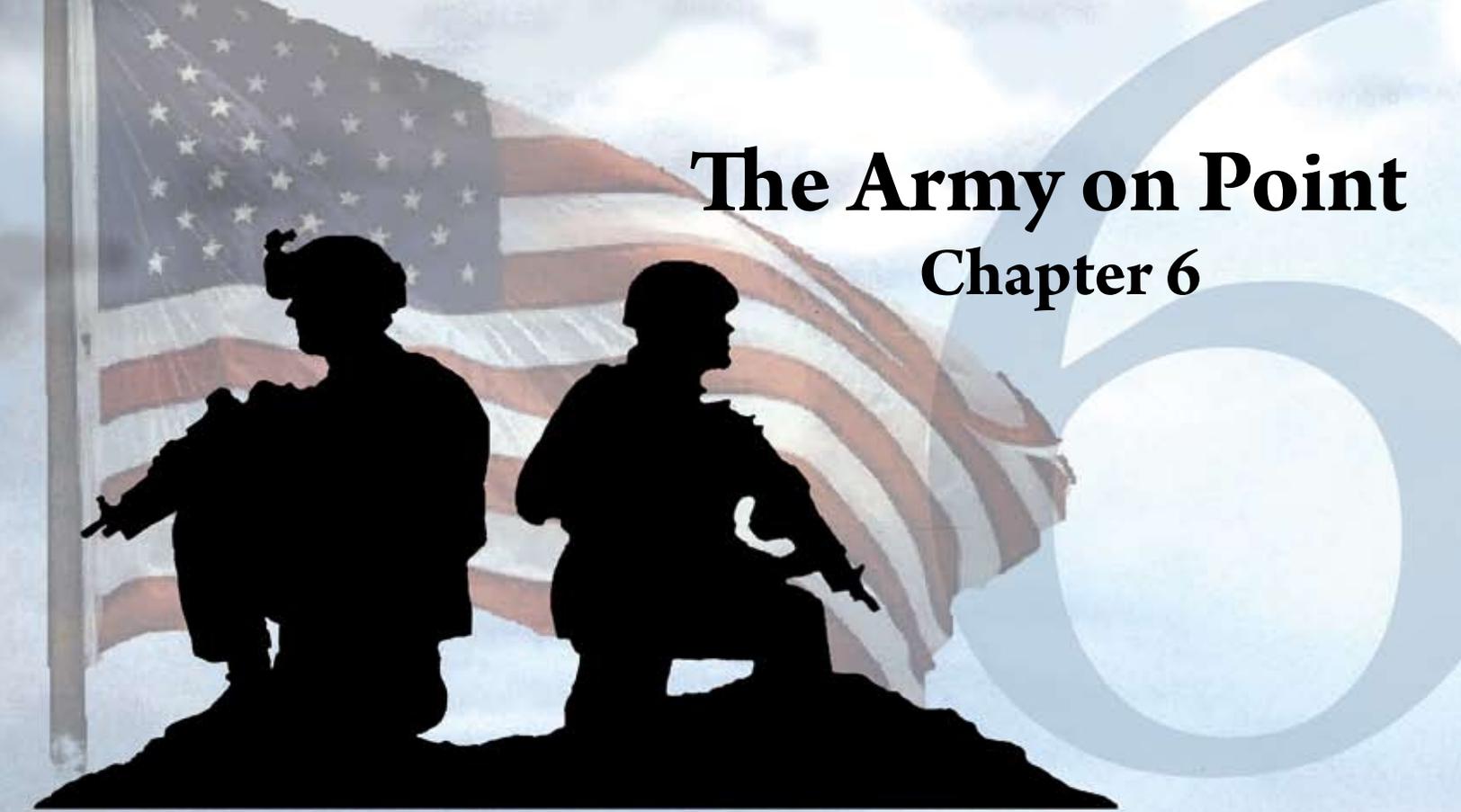
Uniform Symbols and Insignia

<http://www.army.mil/symbols/Uniform.html>

Army Regulation 670-1, *Wear and Appearance of Army Uniforms and Insignia*

http://www.usapa.army.mil/pdffiles/r670_1.pdf

* Program Executive Office (PEO) Soldier, Project Manager Soldier Equipment, "Army Service Uniform," October 2006, available online at http://www.peosoldier.army.mil/factsheets/SEQ_CIE_ASU.pdf.

The image shows the silhouettes of two soldiers in full combat gear, including helmets and rifles, standing on a dark, uneven ground. They are positioned in front of a large American flag that is waving. The background is a light blue sky with soft, white clouds. On the right side of the image, there is a large, faint, light blue circular graphic element.

The Army on Point

Chapter 6

On the Front Lines

The American Soldier is a public service worker. At any given moment, service workers—emergency medical technicians, firefighters, police officers—can be called to a neighborhood to protect and aid the public, putting their own personal safety on the line. The difference between Soldiers and other service workers is the size of the neighborhood.

The Soldier is the first and last defense of the United States, and as such is at the forward point of national security. Those points span the globe, with some 260,000 Soldiers serving in nearly 80 countries.

Overseas Basing

The United States Army calls a variety of places “home” as it stations its Soldiers around the world. Although the Department of Defense is currently developing plans to move many forward-based units from overseas installations to U.S. bases, the Army has maintained a large, steady presence in Europe and the Pacific Rim since World War II.

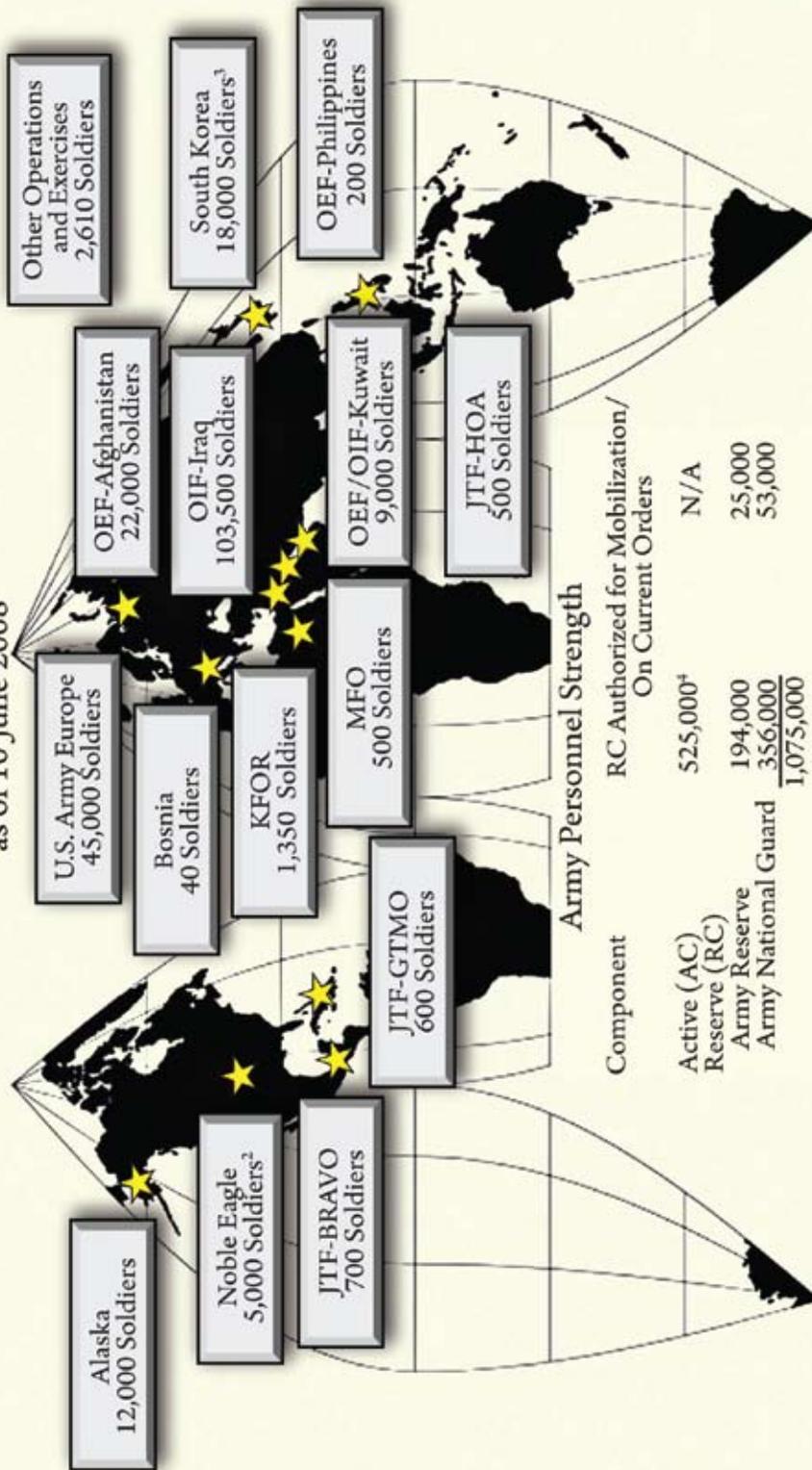
Europe

Germany surrendered on 8 May 1945, ending the European campaign of World War II. From that day forward the United States assumed the duty of administration and control in a portion of the divided German nation. The intent of the United States was to accomplish a cleanup mission and come home, but due to events unfolding in the Cold War, U.S. forces stayed in Europe.

The primary mechanism through which U.S. troops are stationed in Europe is the North Atlantic Treaty Organization (NATO). Formed in 1949 to create a united front against threatened Soviet aggression, NATO provided security and safeguarded its members’ freedom while the continent recovered from the devastation of World War II. The level of cooperation among the member nations’ armed forces created an environment that also led to trusting cooperation among the different governments, giving Western

Army Global Commitments

244,000 Soldiers deployed/forward stationed in nearly 80 countries overseas¹ as of 10 June 2008



GTMO = Guantánamo
HOA = Horn of Africa

JTF = Joint Task Force
KFOR = Kosovo Force (NATO)
MFO = Multinational Force & Observers
OEF = Operation Enduring Freedom
OIF = Operation Iraqi Freedom

- 1 Includes active component stationed overseas.
- 2 Reserve component mobilized stateside.
- 3 Part of active component stationed overseas.
- 4 Stationed overseas – 103,000; stationed stateside – 422,000.

Source: Department of the Army



Europe an unprecedented period of sustained peace for the past 60 years. With the 1989 fall of the Berlin Wall and the lifting of the Iron Curtain at the end of the Cold War, several Eastern European countries joined NATO, which now boasts 26 members. Though NATO was established to deter Soviet aggression, it also has engaged in other military operations, including countering various terrorist groups in Europe and interceding in potentially destabilizing conflicts in the Balkans, Africa and the Middle East. The U.S. Army assigns forces specifically for NATO in Belgium, France, Germany, Great Britain, Iceland, Italy, The Netherlands, Norway, Poland, Portugal, Spain and Turkey.

U.S. Army Europe (USAREUR) is the Army service component command of U.S. European Command. Headquartered in Germany, USAREUR and its subordinate commands provide expeditionary force capabilities in support of NATO and coalition partnership missions, the war on terrorism, security cooperation activities and theater logistics support. On any given day, 20 percent of USAREUR's Soldiers may be deployed to more than 20 countries both within and outside its area of responsibility.*

Japan

After the Japanese surrender in August 1945 brought World War II to an end, the U.S. Army remained in Japan as an occupation force. The reconstructed Japanese government, reflecting the will of a people sick of war, limited the scope of its own military force, and the United States has since helped to provide security for Japan and maintain peace in the region.

Located at Camp Zama (on Honshu, Japan's largest island), U.S. Army Japan (USARJ) is the Army service component command of U.S. Forces Japan (USFJ) and a major subordinate command of U.S. Army, Pacific. USARJ is responsible for conducting

bilateral relations between the United States and Japan, providing regional logistics and furthering the mutual defense of Japan. USARJ also provides a forward base for military contingencies in Asia.

South Korea

Though a cease-fire was declared along the 38th Parallel some 55 years ago, the Korean War has never been officially declared ended. A standoff still exists, and occasionally over the years North Korea has rattled the region's sense of security with threatening actions and statements.

Elements of the U.S. Army have remained in South Korea since the Armistice was signed in 1953. At any given time, approximately 18,000 American Soldiers are stationed in South Korea. Currently, the mission of the United States Forces in Korea (USFK) is to support the United Nations Command and the Republic of Korea (ROK) in the patrolling of the Demilitarized Zone along the 38th Parallel. USFK also coordinates military assistance to the Republic of Korea.

USFK is leading a new era of "normalcy" for servicemembers, families, civilians and contractors serving in the Republic of Korea that furthers U.S. vital national interests in the Pacific region while implementing the Army's imperative of Sustaining Our Force. USFK is seeking to fundamentally change assignments in Korea by establishing a long-term, normal force presence at U.S. main operating bases across the peninsula. Executing an unprecedented restationing plan, USFK is setting the stage for possible future three-year accompanied tours and two-year unaccompanied tours in South Korea—as in other locations outside the continental United States. Ultimately, stationing servicemembers with their families in Korea provides greater opportunities for theater engagement, reassures friends and allies of America's long-term commitment to peace and stability in the Pacific Region and strategically postures U.S. forces to secure the national interests, even beyond a future peace treaty with North Korea.

* See "U.S. Army Europe and 7th Army: A Model of Strategic Flexibility," by Milady Ortiz, AUSA National Security Watch 08-2, 23 June 2008, available online at [http://www.ausa.org/WEBINT/DeptILW.nsf/byid/RBOH-7G5LXY/\\$File/NSW_08-2.pdf?OpenElement](http://www.ausa.org/WEBINT/DeptILW.nsf/byid/RBOH-7G5LXY/$File/NSW_08-2.pdf?OpenElement).

Qatar

The Middle East has been a volatile region since the breakup of the Ottoman Empire in World War I. The United States, along with other nations, has tried to create stability and security for the region over the past several decades, often involving U.S. military forces. Today, the primary focus of the war on terrorism is against groups such as al Qaeda, based in the Middle East.

Given the high amount of U.S. Army troop movement through the region, the Army has established Camp As-Sayliyah in Doha, Qatar, a small country bordering Saudi Arabia in the Persian Gulf. Camp As-Sayliyah's mission is to conduct reception, staging, onward movement and integration of forces in the region. It also holds prepositioned combat stock, such as M1A1 Abrams tanks, M2 Bradley fighting vehicles and other armored vehicles, artillery and engineering equipment.

Worldwide Operations

In addition to permanent basing of Soldiers overseas, the U.S. Army takes part in a variety of long-term operations around the world. These missions include combating or deterring threats to the homeland, going to the source of those threats if necessary; providing peacekeeping and stabilization forces in regions racked

by war; and providing humanitarian and nation building assistance. As of 10 June 2008, 244,000 Soldiers were serving in nearly 80 nations worldwide. The following operations and task forces are ongoing.

Afghanistan and Elsewhere: Operation Enduring Freedom

In response to the 11 September 2001 terrorist attacks on the U.S. homeland, Operation Enduring Freedom (OEF) launched on 7 October 2001 with the mission to destroy terrorist training camps and the al Qaeda infrastructure within Afghanistan. OEF was also responsible for the capture of al Qaeda leaders and for making clear to Taliban leaders that harboring terrorists is unacceptable in the global neighborhood. OEF also provides humanitarian supplies to the Afghan people who were affected by the Taliban regime. In addition to the reintegration of Afghanistan into the international community, the long-term goals of OEF include the worldwide end of terrorism and the deterrence of state sponsorship of terrorism. U.S. forces have deployed to locations from eastern Africa to the Philippines under OEF.

Cuba: Joint Task Force Guantánamo

Joint Task Force Guantánamo (JTF-GTMO) conducts detention and interrogation operations to collect and exploit intelligence in support of the war on terrorism. Soldiers at the U.S. base in Cuba coordinate and implement detainee screening operations and support law enforcement and crime investigations.

Honduras: Joint Task Force Bravo

Established in 1984, Joint Task Force Bravo is the headquarters for U.S. forces and exercise activities at Soto Cano Air Base, Honduras. Under U.S. Southern Command, JTF-Bravo's mission is to:

- conduct and support U.S. joint, combined and interagency operations that increase regional security;
- support U.S. interagency operations in coordination with U.S. military and U.S. embassy country teams;





- support regional humanitarian and civic assistance, disaster relief and contingency missions; and
- plan, coordinate and conduct regional search and rescue operations.

Iraq: Operation Iraqi Freedom

On 20 March 2003, the United States led an invasion of Iraq with a multinational coalition composed of U.S. and United Kingdom troops supported by smaller contingents from Australia, Denmark, Poland and other nations. Since 1 May 2003, when President George W. Bush declared the end of major military operations in Iraq, the United States has remained in this ongoing conflict as a military presence to train the Iraqi army, help protect the elected government from insurgents, rebuild infrastructure destroyed in Operation Desert Storm and Operation Iraqi Freedom (OIF), provide humanitarian aid to Iraqi civilians, and help restore and maintain the economy in Iraq.

Kosovo: Multinational Task Force East/ Operation Joint Guardian

U.S. forces, as part of NATO's Multinational Task Force East (MNTF[E]), have been leading a peacekeeping operation in Kosovo since June 1999 in support of wider international efforts to build peace and stability in Kosovo. The NATO-led Kosovo Force (KFOR) deployed in the wake of a 78-day air campaign in March 1999 to halt and reverse the humanitarian catastrophe that was then unfolding. KFOR continues to conduct patrols, observation points and roving checkpoints in the MNTF(E) sector to interdict contraband and help the Kosovo Police Service reduce crime. MNTF(E) has recently increased the number and scale of cross-boundary operations with multinational partners across the entire KFOR sector, ensuring that KFOR has the flexibility to deploy forces wherever needed in Kosovo on short notice. Today, KFOR continues to contribute toward further development of a stable, democratic, multi-ethnic and peaceful Kosovo.

Sinai Peninsula: Multinational Force and Observers

Multinational Force and Observers (MFO) is an organization of 11 countries: Canada, Colombia, Republic of Fiji Islands, France, Hungary, Italy, New Zealand, Norway, the United States and Uruguay. The operation, which began on 25 April 1982, supervises the Egyptian-Israeli Treaty of Peace and aims to prevent violations of the treaty's terms. MFO's duties include the operation of checkpoints, reconnaissance patrols and observation posts along the international boundary separating Egypt and Israel on the Sinai Peninsula. MFO also ensures freedom of travel through the Strait of Tiran. Currently, the United States is in the process of removing troops from the Sinai Peninsula, Egypt and Israel.

United States: Operation Noble Eagle

In direct response to the terrorist attacks on the World Trade Center and the Pentagon, President George W. Bush on 15 September 2001 authorized a mobilization of reserve forces for homeland defense and civil support missions. Known as Operation Noble Eagle, it allows the Secretary of Defense to call up to one million reserve Soldiers, Airmen, Sailors, Marines and Coast Guard members for up to two years of active duty.

United States: Operation Jump Start

In May 2006, President Bush directed the National Guard to the U.S.-Mexico border to assist the U.S. Customs and Border Patrol (CBP) with security and curb illegal immigration. Initially, 6,000 Guardsmen and -women were assigned to this mission; in July 2007, this number was reduced to 3,000 as CBP hired more agents. Since the beginning of Operation Jump Start, more than 27,300 citizen Soldiers from all 54 U.S. states, territories and the District of Columbia have participated.

Operation Jump Start is an immediate, short-term national security effort to strengthen border security and deter criminal activity. CBP is in the process of



hiring and training 6,000 additional border agents while the National Guard assists them with non-law enforcement border activities. As of April 2008 there are approximately 3,000 National Guard troops supporting the operation as Border Patrol agents are trained, new infrastructure is built and advanced technologies in border security are implemented. The National Guard is not conducting direct law enforcement during Operation Jump Start; their job is to spot illegal immigrants crossing the border and call in the Border Patrol to make arrests.

In addition, the National Guard is supporting CBP with administrative, aviation, transportation, analysis, engineering and maintenance, allowing 581 badged agents who were in support functions to return to field duty on the border. Operation Jump Start is scheduled to end on 15 July 2008.

Useful Websites

Afghanistan

<http://www.cfc-a.centcom.mil/>

Alaska

<http://www.usarak.army.mil/>

Army

<http://www.army.mil/index.html>

Belgium

<http://www.80asg.army.mil/sites/local/>

Bosnia

<http://www.tfeagle.army.mil>

Egypt

<http://www.iaw.on.ca/%7Eawoolley/mfo.html>

Eighth U.S. Army

<http://8tharmy.korea.army.mil/>

Hawaii

<http://www.25idl.army.mil>

Horn of Africa

<http://www.cjtfhoa.centcom.mil/>

Iraq

<http://www.mnf-iraq.com/>

Italy

<http://www.setaf.army.mil>

Japan

<http://www.usarj.army.mil>

Korea

<http://www.korea.army.mil>

Kosovo

<http://www.tffalcon.hqusareur.army.mil/>

Kuwait

<http://www.kuwait.army.mil/>

NATO

<http://www.usanato.army.mil/>

Qatar

<http://www-qa.arcent.army.mil/>

Saudi Arabia

<http://www.arcent.army.mil>

South America

<http://www.southcom.mil/home/>

Units and Installations

<http://www.army.mil/organization/>

U.S. Army, Central (USARCENT)

<http://www.arcent.army.mil/>

U.S. Army, Europe (USAREUR)

<http://www.hqusareur.army.mil/>

U.S. Army, North (USARNO)

<http://www.arnorth.army.mil/>

U.S. Army, Pacific (USARPAC)

<http://www.usarpac.army.mil/home.asp>

U.S. Army, South (USARSO)

<http://www.usarso.army.mil/>

Army Family

Chapter 7



Heroes at Home

Army families have been the unsung heroes of every American conflict since the War of Independence. Though the primary concern of Soldiers in the field has been to accomplish the mission at hand, their thoughts always turn back to their families at home thousands of miles away. Those thoughts have pushed them forward one more day, even against overwhelming odds.

More than half of American Soldiers (56.7 percent) are married; 46 percent have children. Enjoying a lifestyle most families would consider normal is almost impossible for the Army family because of the Soldier's duties. Deployments, relocations, promotions and training exercises can sometimes place extreme stress on the Army family. When the family is stressed, it impacts the Soldier's overall readiness.

Family well-being is a double-sided issue. On the one hand, the Army strives to create secure environments, wellness programs and many lifestyle opportunities for families. On the other hand, families must have and use all the tools necessary to prepare

for and withstand deployments and other interruptive mission duties and, afterward, try to resume a normal routine.

The Army Family Covenant

To show appreciation for Army families, in October 2007 senior Army leaders signed the Army Family Covenant, a pledge to support Army families while their Soldiers defend the nation. The Army Family Covenant states:

- We recognize the commitment and increasing sacrifices that our families are making every day.
- We recognize the strength of our Soldiers comes from the strength of their families.
- We are committed to providing Soldiers and families a quality of life that is commensurate with their service.
- We are committed to providing our families a strong, supportive environment where they can thrive.



- We are committed to building a partnership with Army families that enhances their strength and resilience.
- We are committed to improving family readiness by:
 - standardizing and funding existing family programs and services;
 - increasing accessibility and quality of health care;
 - improving Soldier and family housing; ensuring excellence in schools, youth services and child care;
 - expanding education and employment opportunities for family members.¹
- The strength of families is supported by the strength of the community.
- The strength of the community comes from the support of employers, educators, civic and business leaders and its citizens.

We, the community, are committed to . . .

- Building partnerships that support the strength, resilience and readiness of Soldiers and their families.
- Assisting in the implementation of the Army Family Covenant.

There are hundreds of organizations, individuals and programs around the country that continually support our men and women in uniform; the Army Community Covenant is the means to acknowledge this great support and share it with the rest of the country through its website so that all who want to support Soldiers and their families can see what has been and continues to be done.

The Army Community Covenant

On 17 April 2008, the first official signing of the Army Community Covenant took place at Fort Benning, Georgia. The Army Community Covenant is a formal commitment of support by states and local communities to Soldiers—active, Guard and Reserve—and their families. It is designed to develop and foster effective state and community partnerships with the Army, working to improve Soldier and family quality of life while at their current duty stations and as they transfer from state to state. The Army Community Covenant is tailored at the local level, with leaders at both local and state levels participating in covenant signings recognizing the strength of Army Soldiers and their families and the support of their local community. The Army Community Covenant states:

Together, we are committed to building strong communities.

We, the community, recognize . . .

- The commitment Soldiers and families are making every day.
- The strength of Soldiers comes from the strength of their families.

Family Readiness

The Army must be combat-ready at all times. Maintaining Army-wide combat readiness starts with the Soldier, who must be physically fit, well-trained in warrior skills and mentally tough. To be mentally tough, a Soldier must focus solely on the mission. If a Soldier is concerned about his or her family's well-being, that disrupts mission focus and jeopardizes Army-wide combat readiness.

Studies conducted by the Walter Reed Institute and other researchers have shown that family problems lead to troubled Soldiers and poor military performance, whether in field training exercises or actual combat. No commander would want his or her flank covered by a Soldier who is worried about the family back home.

Just as it provides its Soldiers with the best equipment possible, the Army does as much as it can to

¹ Elizabeth M. Lorge, "Army Leaders Sign Covenant with Families," Army News Service, 17 October 2007, available online at <http://www.army.mil/-news/2007/10/17/5641-army-leaders-sign-covenant-with-families>.



Deployment Checklist

Things to make sure you do before deployment

- *Check Identification Card expiration dates*
- *Inform family on how to contact you in case of emergency*
- *Set up child care contingencies*
- *Inform next of kin of rights, benefits and assistance available*
- *Fix problems with cars and household appliances*
- *Give family tour of house (e.g., fuse box, water heater) and base (e.g., Army Community Center)*
- *Arrange separate checking and/or savings accounts*
- *Set up AAFES Deferred Payment Plan*
- *Set up family budget*



Deployment Checklist

Things to make sure you have before deployment

- Powers of attorney (legal and medical)
- Updated Emergency Data Card (DD93)
- Medical, shot and dental records of entire family (including pets!)
- Marriage certificate
- Birth certificates and adoption papers of entire family
- Wills and living wills
- Citizenship/naturalization papers
- Divorce papers
- Death certificates
- Discharge papers
- Passports, visas
- Copies of orders
- Leave and earnings statements
- List of next of kin, personal lawyer, trusted friends (with phone numbers and addresses)
- Real estate documents (leases, mortgages, deeds, etc.)
- List of credit cards, installment contracts and loans with account numbers (keep secure!)
- Allotments
- Federal and state tax returns
- Car title and registration
- Servicemembers' Group Life Insurance (SGLI) and other insurance

maintain combat readiness through family readiness, too. Family readiness means that Soldiers deploy knowing they have done everything in their power to protect and care for their families during the separation.

One of the largest stressors for Army families is deployment. Though some deployments come with just 48 hours' notice, more and more deployments are set and announced months in advance to give Soldiers and families time to prepare. Even with adequate preparation time, deployment—whether days long or more than a year, to friendly countries or hostile combat environments—is a difficult time for families. In addition to deployments for real-world missions, Soldiers deploy on field training exercises that can last for weeks.

The number of times an individual Soldier is deployed varies with the nature of his or her unit. Certain support units may deploy 20 to 30 times a year, some combat units may deploy for a year at a time, and other units may deploy only for short-term exercises once a year.

Returning home from a deployment or extended training exercise also can be stressful for both the Soldier and the family. Soldiers and families cannot expect to be separated for so long and have everything return immediately to normal once the family is together again. Sometimes a gradual reintegration is necessary. Families who have been fully prepared before deployment are likely to reintegrate more smoothly.

Morale, Welfare and Recreation

The U.S. Army Family and Morale, Welfare and Recreation Command (FMWRC), formerly known as the U.S. Army Community and Family Support Center (CFSC), is the Army's headquarters for Family and Morale, Welfare and Recreation (MWR) programs. Morale, Welfare and Recreation is an official Army network of support and leisure services designed to

enhance the lives of Soldiers, their families, civilian employees and military retirees. MWR operates a wide variety of recreation facilities on military installations: clubs, recreation centers, golf courses, libraries, auto hobby shops, arts and crafts centers, sports and fitness centers, bowling alleys, theaters, shooting ranges, marinas and outdoor recreation rentals.

Supplementing these facilities, MWR also provides recreation services, such as crafts classes, fitness classes, sports leagues, and group tour and travel programs. In addition, MWR runs several lodging locations around the world, from campsites and wilderness cabins to resorts at Walt Disney World in Florida and Waikiki Beach, Hawaii.

Army Integrated Family Services Network

The Army Integrated Family Support Network (AIFSN) is designed to deliver information, tools and resources to geographically dispersed Soldiers and their families by harnessing military and civilian resources already in place. The Network is made up of Garrison Army Community Service, Child and Youth Services, Guard Family Assistance Centers, Reserve Readiness Centers and civilian community agencies.

Army Community Service

The Army has several programs to help families navigate the intersection of their military and civilian lives. Many of these programs fall under the umbrella of the Army Community Service (ACS) Centers found on each Army installation. These centers provide one-on-one help and support to Army families in a variety of areas, including family relations with the unit command, integration into the Army community, deployment readiness, family members with disabilities, employment assistance, family advocacy, financial counseling, relocation and volunteering.

Army Family Action Plan

The Army Family Action Plan (AFAP) is a "grassroots" program originally developed by Army



spouses to give Soldiers and family members a means to identify gaps in services and programs and to recommend solutions to the Army's leadership. Some of AFAP's many successes include an increase in Servicemembers' Group Life Insurance from \$50,000 to \$200,000, the institutionalization of Family Readiness Groups (FRGs) and establishment of the Army Family Team Building (AFTB) and Better Opportunities for Single Soldiers (BOSS) programs.

Army Family Team Building

AFTB reflects the understanding that strong families are a bulwark for strong Soldiers. Developed and led by volunteers, AFTB trains spouses and family members to become self-sufficient and knowledgeable about the resources available to them and to encourage them to become leaders within their communities. AFTB currently has 221 active programs worldwide with more than 20,000 volunteers and paid staff, all dedicated to "connecting families to the Army . . . one class at a time."

Deployment Readiness

Resilient, prepared and knowledgeable Army families are better able to manage the stresses of deployment and therefore enhance unit readiness. The ACS Deployment Readiness program provides Soldiers and families with the tools and skills to help them prepare for deployment. An important resource for all Army families is the Family Readiness Group. An FRG is a command-sponsored organization of family members, volunteers and Soldiers who join together to provide mutual support and a communication network among the families, the chain of command and the community. The Virtual Family Readiness Group (vFRG) web system provides all of the functionality of a traditional FRG in an ad hoc and online setting to meet the needs of geographically dispersed units and families across all components of the Army.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is a mandatory enrollment program for family members—children and adults—with any physical, emotional, developmental or intellectual disorder that requires special treatment, therapy, education, training or counseling. The program works with military and civilian resources to provide education, medical and personnel support services to member families, helping find local programs and support services as needed. EFMP works hand in hand with state programs and medical facilities.

Employment Readiness

The Army acknowledges that employment for family members is made all the more difficult by frequent moves and the pressures of deployments and other mission duties. ACS therefore has built an Employment Readiness program to help military family members find work. The Employment Readiness portion of ACS can help military families by providing reliable résumé services, employment bulletin boards and training to improve job-seeking skills.

Army Spouse Employment Program

The perception of a spouse's quality of life—including financial well-being and the ability to realize personal and professional goals—is a major factor in the retention of high-quality military personnel. The Army launched the Army Spouse Employment Partnership (ASEP) in October 2003 in partnership with 13 Fortune 500 companies and two military agencies, all of whom pledged their best efforts to increase employment and career opportunities for Army spouses. Currently there are 31 ASEP Partners from the private sector and the federal government. The Army launched the Military Spouse Job Search in 2005 through the Department of Labor's America's Job Bank. This service provides free access to a résumé and job-listing database for spouses and military-friendly



employers, the ability to track spouse hires and the capability to sort jobs by state.

Family Advocacy

Family Advocacy is dedicated to spousal and child abuse prevention within the military family. It is based on a strong network of education, prompt reporting, investigation, intervention and treatment of the victims of domestic violence. In addition to helping cope with domestic violence, Family Advocacy provides family relationship services, including classes on marriage enrichment, couples communication skills, anger management, crisis intervention, stress management, life after divorce and other relationship issues.

Financial Readiness

The average Soldier earns 5 percent less than his or her civilian counterpart. Without proper money management, this can cause financial hardships. ACS is ready at all times to advise on any monetary issues that may arise for Soldiers and their families. ACS also offers financial readiness conferences and advice on how to balance checkbooks, save money and live on a limited budget.

Relocation Readiness

Relocation is always stressful for families and children, who have to give up everything familiar and move to a new place. Relocation Readiness services help reduce stress as much as possible and prepare families by providing extensive coverage on the following topics:

- housing;
- changing schools;
- regional information;
- the move itself;
- youth centers;
- financial assistance for the move; and
- area navigation tools.



Volunteering

Volunteers are found throughout the Soldier community, and often volunteers play an integral role in the overall Army mission. Throughout American history, volunteers have served as Minutemen, medics, seamstresses and friends to families of fallen Soldiers. Today, ACS's Army Volunteer Corps can arrange many volunteering opportunities for military families and friends. Many Army and family programs rely heavily on the dedicated volunteers who give so much of their time. Without volunteers, many Army Family Programs might not exist or would be greatly curtailed.

U.S. Army Wounded Warrior Program

The U.S. Army Wounded Warrior Program (AW2), which embodies the Warrior Ethos "we will never leave



a fallen comrade,” was initially established in April 2004 as the Disabled Soldier Support System (DS3). The Army responded to the needs of the most severely wounded, injured or ill Soldiers who were returning from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Today, AW2 serves more than 2,300 Soldiers and their families, focusing on the most severely injured. AW2 frequently communicates with Soldiers and their families to proactively address and mitigate issues they encounter.

AW2 provides unique services to the most severely wounded, including:

- helping wounded Soldiers remain in the Army by educating them on their options and assisting them in the application process;
- helping with future career plans and employment opportunities beyond their Army careers;
- supporting them with a staff of subject-matter experts proficient in nonmedical benefits for wounded Soldiers;
- helping Soldiers obtain full VA and Army benefits;
- helping Soldiers and their families get health-care after retiring from the Army;
- helping Soldiers get financial counseling to buy a house;
- helping Soldiers put food on the table for Thanksgiving; and
- helping Soldiers receive the awards they earned (e.g., Purple Heart Award).

To be considered an AW2 Soldier, he or she must:

- suffer from injuries or illnesses incurred after 10 September 2001, in support of the global war on terrorism; and
- receive or be expected to receive a 30 percent rating for one or more injuries rated by the Physical Disability Evaluation System in categories such as:

- loss of limb;
- spinal cord injury/paralysis;
- permanent disfigurement;
- severe burns;
- traumatic brain injury;
- post traumatic stress disorder; or
- fatal/incurable disease.

Many Soldiers who have experienced a severe wound, injury or illness choose to stay in the Army on active duty or in the reserve component. To date, most Soldiers who have requested to continue in the Army have been able to do so. AW2 Soldier Family Management Specialists assist wounded Soldiers interested in pursuing the Continuation on Active Duty (COAD)/Continuation on Active Reserve (COAR) process every step of the way. To be eligible, a Soldier must meet at least one of the following criteria:

- has served 15–20 years of service for COAD or 15–20 qualifying years of service for non-regular retirement for COAR;
- is qualified in a critical skill or shortage MOS;
- has a disability as a result of combat or terrorism.

Warrior Transition Units

The U.S. Army established 32 Warrior Transition Units (WTUs) in February 2007 to oversee the care of injured Soldiers requiring six months or more of medical care. In addition to a combat arms squad leader, WTU Soldiers are assigned a primary care manager and a nurse case manager to ensure that Soldiers receive timely and appropriate medical treatment and deal with paperwork problems.

Soldier and Family Assistance Centers

The Army’s Soldier and Family Assistance Centers (SFACs) became operational in January 2008 to cater directly to the needs of injured Soldiers and their families. SFAC sites provide access to entitlement

and benefits counseling, military personnel services, educational services, transition and employment assistance, as well as other counseling and referral services. There are currently 33 SFACs.

Wounded Soldier and Family Hotline

The Army's Wounded Soldier and Family 1-800 Hotline Call Center operates 24 hours a day, seven days a week, to help resolve medical issues and to provide an information channel of medically related issues directly to senior Army leadership so they can improve how Army serves the medical needs of Soldiers and their families. The Wounded Soldier and Family Hotline can be reached at 800-984-8523.

Army Long-Term Family Case Management (ALTFCM)

ALTFCM, a service provided by the Casualty and Mortuary Affairs Operations Center, provides the families of fallen Soldiers long-term personalized assistance and guidance in the months and years ahead. Support coordinators can provide information about benefit concerns, service records, support programs and more.

Traumatic Servicemembers' Group Life Insurance

Traumatic Servicemembers' Group Life Insurance (TSGLI) helps severely injured Soldiers and their families by providing a one-time payment to help cover the unforeseen financial needs that may occur following injury and medical evacuation. The amount varies depending on the injury. TSGLI is bundled with Servicemembers' Group Life Insurance (SGLI), and an additional \$1 has been added to the Soldier's SGLI premium to cover TSGLI.

Army Emergency Relief

Army Emergency Relief (AER) is the Army's own emergency financial assistance organization. For Soldiers and their families who meet certain criteria, AER provides emergency funds through grants and loans to help pay for rent, mortgages, utilities,

food, car repairs, auto insurance and emergency travel expenses. AER also offers education assistance programs for Soldiers' children (including college-bound students) and spouses.

Military OneSource

For Army families, Military OneSource is one of the most useful avenues to help and information. Military OneSource provides 24-hour, toll-free information and referral services to active and mobilized reserve component Soldiers, deployed civilians and their families. Military OneSource also provides help in a variety of other areas including:

- parenting and child care;
- education;
- retirement;
- disabilities;
- emotional well-being; and
- addiction and recovery.

Military OneSource is designed to help Soldiers and their families deal with life's little—and sometimes not so little—issues. They are available every hour of every day of the year with master's-level consultants on the phone, in person or online. Contact: 1-800-342-9647 (international callers should visit www.militaryonesource.com for country-specific instructions).

Better Opportunities for Single Soldiers

Recognizing that single Soldiers need community support services geared especially to them, the Army started Better Opportunities for Single Soldiers (BOSS) to serve as the collective voice for single Soldiers through the chain of command. BOSS has three key components: well-being, community service and recreation/leisure activities. An elected committee or council of Soldier representatives from installation units operate the BOSS program; the command sergeant major approves the committee members, who serve for one year. Upon being elected or appointed, BOSS representatives are placed on additional duty



orders and are expected to be at all BOSS meetings when the unit mission does not dictate otherwise.

Committee members coordinate single-Soldier activities and events that fall within two key components of the program: community service and recreation/leisure activities. They also gather input on well-being issues, input which is worked to resolution at the lowest command level. Empowered with this responsibility, single Soldiers feel more respected and bonded into the Army. Soldiers see that their voices count and they are heard on issues that affect their well-being. Currently, the Army has 48 BOSS programs within the continental United States (CONUS) and 47 overseas.

Useful Websites

AUSA
<http://www.ausa.org/>

AUSA's Your Soldier, Your Army: A Parents' Guide by Vicki Cody

<http://www.ausa.org/webpub/DeptILW.nsf/byid/KCAT-6H4P59>

AUSA Family Programs

<http://www.ausa.org/family>

Armed Services YMCA

<http://www.asymca.org>

Army Air Force Exchange Service (AAFES)

<http://www.aafes.com>

Army Community Covenant

http://www.acsim.army.mil/community_covenant/

Army Emergency Relief

<http://www.aerhq.org>



Army Entertainment

<http://www.armymwr.com/corporate/programs/entertainment/>

Army Families Online

<http://www.armyfamiliesonline.org>

Army Family Advocacy Program (AFAP)

<http://www.usarec.army.mil/hq/HRD/FAP/index.htm>

Army Family Team Building

<http://www.armyfamilyteambuilding.org/skins/AFTB/homelogin.aspx?AllowSSL=true%2true>

Army Long-Term Family Case Management

<http://www.ALTFM.army.mil>

Army National Guard Family Resources

<http://www.arng.army.mil/familyresources.aspx>

Army Reserve Family Programs Online

<http://www.arfp.org/skins/ARFP/home.aspx?mode=user>

Army Wives

<http://armywives.com>

Army Wounded Warrior Program

<http://aw2portal.com/>

Better Opportunities for Single Soldiers

<http://www.armymwr.com/portal/recreation/single/>

Child and Youth Services

<http://www.armymwr.com/portal/family/childandyouth/>

Commissaries

<http://www.commissaries.com>

Community Service

<http://www.armycommunityservice.org/home.asp>

Department of Defense Education Activity

<http://www.dodea.edu/>

Deployment Readiness

<http://www.myarmylifetoo.com/>

eCYBERMISSION

<http://www.army.mil/features/ecybermission/default.htm>

Exceptional Family Members Program

http://www.usapa.army.mil/pdf/files/r608_75.pdf

Facilities and Housing Directorate

<http://www.hqda.army.mil/acsim/fd/default.shtml>

Family Action Plan

<http://www.myarmylifetoo.com>

Force Stabilization

<https://www.unitmanning.army.mil/>

HOOAH 4 Health

<http://www.hooah4health.com/>

Housing (AKO)

<http://www.housing.army.mil/>

Installation Management Agency

<http://www.ima.army.mil/demo/sites/local/>

Legal Services

<http://www.jagcnet.army.mil/Legal>

Libraries

<http://www.libraries.army.mil/>

Lodging

<http://www.armymwr.com/portal/travel/lodging/>

Military Child Education Coalition

<http://www.militarychild.org/>

Military Homefront

<http://www.militaryhomefront.dod.mil>

Military Impacted School Association (MISA)

<http://www.militaryimpactedschoolsassociation.org/>



Military OneSource

<http://www.militaryonesource.com/skins/MOS/home.aspx>

Military Spouse Job Search

<http://www.msjs.org>

Morale, Welfare and Recreation (MWR)

<http://www.armymwr.com/>

MWR Family Page

<http://www.armymwr.com/portal/family/>

My Army Life, Too

<http://www.myarmylifetoo.com>

National Military Family Association

<http://www.nmfa.org/site/PageServer>

Outdoor Recreation

<http://www.armymwr.com/corporate/programs/recreation/outdoor.asp>

Recreation Centers

<http://www.armymwr.com/portal/recreation/recreation/>

Red Cross

http://www.redcross.org/services/afes/0,1082,0_321_,00.html

Relocation Readiness

<http://www.myarmylifetoo.com>

Soldier Support Institute

<http://usassi-www.army.mil/usassi.htm>

TRICARE

<http://www.tricare.osd.mil/>

USO

http://www.uso.org/pubs/8_13_18.cfm

Volunteering

<http://www.myarmylifetoo.com>

Worldwide Relocation Information

<http://www.militaryhomefront.dod.mil/>

Army Command Structure

Chapter 8



The Army began reorganizing its commands in June 2006 to increase its global responsiveness and defense of the homeland. The new structure identifies three types of headquarters: Army command, Army service component command (ASCC) and direct reporting unit (DRU) (for more information, see chapter 3, “Army Organization”).

Army Commands

U.S. Army Forces Command (FORSCOM)

Headquarters: Fort McPherson, Georgia

Website: <http://www.forscom.army.mil>

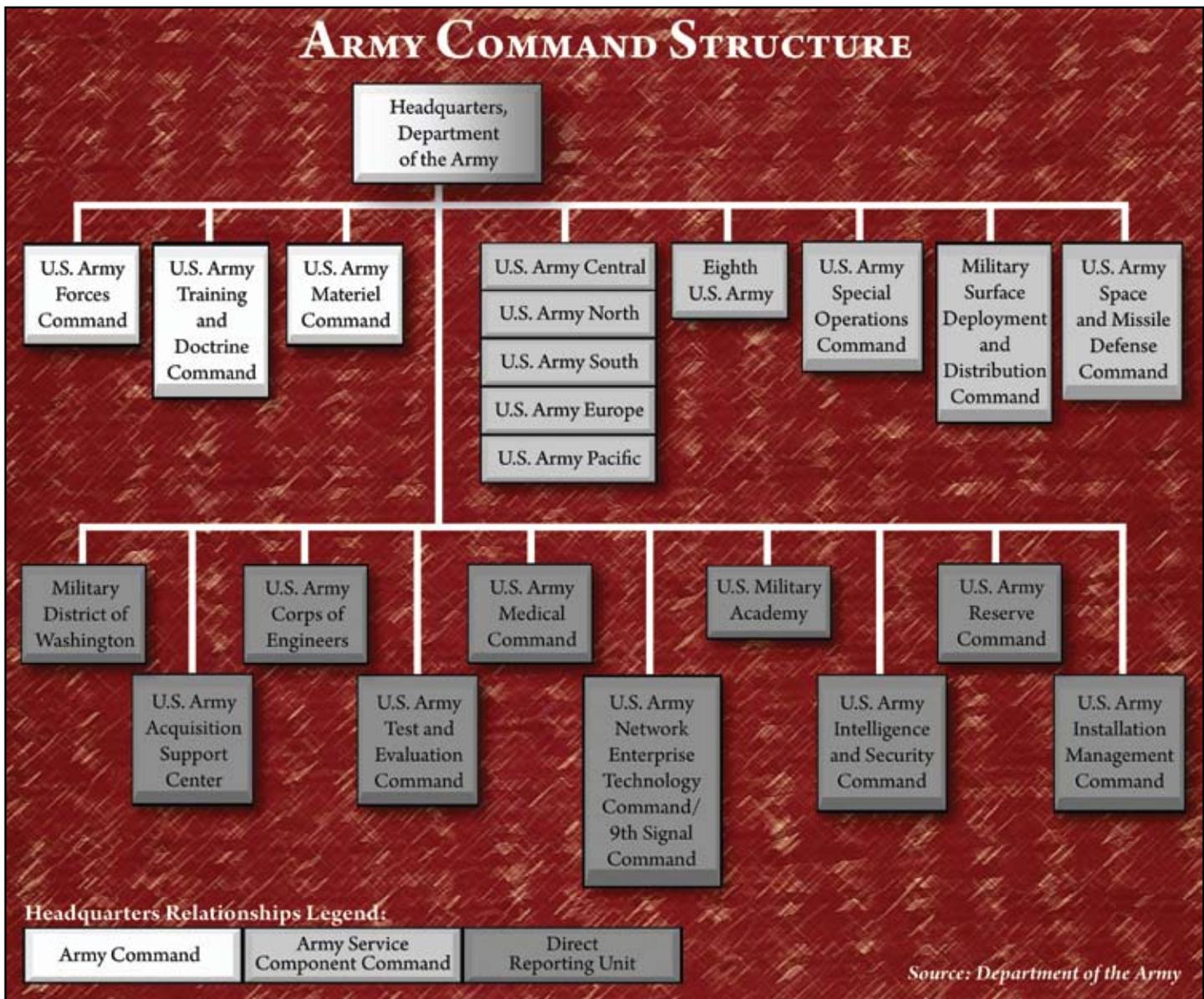
Mission: FORSCOM trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces. It provides relevant and ready landpower to combatant commanders worldwide in defense of the nation at home and abroad. FORSCOM is responsible for the readiness of more than 75 percent

of the Army’s force structure and 87 percent of the Army’s combat power.

Activities: FORSCOM is the Army’s largest major command and the Army component to U.S. Joint Forces Command (JFCOM). As such, it commands or provides training readiness oversight to the bulk of the Army’s operational force. FORSCOM Soldiers and units are deployed to more than 30 nations, executing myriad operations such as fighting the war on terrorism, conducting stability operations in Iraq and South America and securing peace in Afghanistan and the Balkans.

As JFCOM’s Army component, FORSCOM is the global land force provider, maintaining global visibility of conventional land forces and developing force recommendations for operational uses of Army assets worldwide. FORSCOM also supports JFCOM’s transformation, force provider and joint training missions and ensures that JFCOM’s joint integration, interoperability and doctrine development requirements are supported.





Using the Army Force Generation process, FORSCOM tailors the resources and training of its units to meet the specific and constantly changing requirements of combatant commanders and, when directed, of U.S. civil authorities. Those requirements range from preparing Soldiers to fight on the battlefields of Afghanistan and Iraq to providing relief to disaster victims.

The active component of FORSCOM includes three Army corps: I Corps at Fort Lewis, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM

also has eight divisions, multiple brigade combat teams and a full range of other combat, combat support and combat service support units.

First U.S. Army at Fort Gillem, Georgia, reports to FORSCOM. It is responsible for the training, mobilization and deployment support for reserve component units in FORSCOM. It executes missions within the continental United States and Puerto Rico.

Army Reserve units contribute to FORSCOM's combat power by providing support specialties such as medical, civil affairs, public affairs, transporta-

tion, maintenance and supply. The Army National Guard, when mobilized, provides FORSCOM a balanced force of eight National Guard combat divisions, 34 separate brigades and extensive support units.

FORSCOM prepares current and future Soldiers and leaders to execute Army doctrine across the full spectrum of warfare at its combat training centers (CTCs). Those training centers include the Battle Command Training Program at Fort Leavenworth, Kansas, the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, and the National Training Center (NTC) at Fort Irwin, California. They present training scenarios constantly updated to reflect changing battlefield conditions and to incorporate lessons learned. Soldiers are presented with complex, cross-cultural challenges by large numbers of role players who act as combatants and foreign citizens. NTC and JRTC have urban combat landscapes and cave and tunnel complexes to simulate current and potential wartime environments.

FORSCOM is at the point of the effort to transform the Army into a more deployable and maneuverable lethal force. This shift to a modular force design increases the number of units available to support regional combatant commanders. It will expand the available force pool and mandate a standard set of force structures organized and equipped to be interchangeable. The capabilities of the new brigade-level formations—armor, infantry, airborne, air assault and Stryker—ensure greater flexibility and enhance FORSCOM's ability to deploy trained and ready forces quickly. U.S. Army Forces Command is "Freedom's Guardian."



U.S. Army Materiel Command (AMC)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.amc.army.mil/>

Mission: AMC is the Army's premier provider of materiel readiness—technology, acquisition support, materiel development, logistics power projection and sustainment—to the total force and across the spectrum of joint military operations. As the place in the Army where superior technology, acquisition support and logistics are integrated to assure readiness for today and tomorrow, AMC is heavily involved in making the Army more responsive, deployable, agile, versatile, lethal, survivable and sustainable. From beans to bullets, helmets to helicopters, spare parts to spareribs, AMC touches every Soldier in the Army every day. If a Soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it.

Activities: AMC operates research, development and engineering centers, the Army Research Laboratory, depots, arsenals, ammunition plants



and other facilities, and maintains the Army's prepositioned stocks, both on land and afloat. The command is also the Department of Defense Executive Agent for chemical weapons stockpile and conventional ammunition. To develop, buy and maintain materiel for the Army, AMC works closely with program executive officers, the Army Acquisition Executive, industry, academia, the other services and other government agencies.

The command's main effort is to achieve the development, support and sustainment of the Future Force in this decade. At the same time, AMC is key to supporting, sustaining and recapitalizing the Current Force. Its maintenance depots restore weapon systems as the Army makes its way to full transformation. The command's overhaul and modernization efforts are enhancing and upgrading major weapon systems—not just making them like new, but inserting technology to make them better and more reliable.

AMC handles diverse missions that reach far beyond the Army. For example, AMC manages the multibillion-dollar business of selling Army equipment and services to friends and allies of



the United States and negotiates and implements agreements for coproduction of U.S. weapon systems by foreign nations. AMC also provides numerous acquisition and logistics services to the other military services and many other government agencies.

U.S. Army Training and Doctrine Command (TRADOC)

Headquarters: Fort Monroe, Virginia

Website: <http://www.tradoc.army.mil/index.html>

Mission: TRADOC recruits, trains and educates the Army's Soldiers, develops leaders, supports training in units, develops doctrine, establishes standards and builds the future Army.

Activities: TRADOC operates 33 schools and centers at 16 Army installations. TRADOC schools encompass 1,851 courses; 8,375 instructors; 356,679 Soldiers trained; 33,080 other U.S. service personnel trained; 6,599 international soldiers trained; and 17,529 nonmilitary trained. TRADOC is the architect of the Army and "thinks for the Army" to meet the demands of a nation at war while simultaneously anticipating solutions to the challenges of tomorrow.

The four primary elements of TRADOC's mission are to:

- **Recruit and train Soldiers:** Soldiers are the centerpiece of the Army: TRADOC builds the Army on a solid foundation of quality people by selecting recruits and transforming them into Soldiers—Soldiers who are physically tough and mentally adaptive and live the Warrior Ethos. They are the Army's ultimate asymmetric advantage and cannot be matched by U.S. adversaries—current or future.
- **Develop adaptive leaders:** TRADOC trains leaders for certainty and educates them for uncertainty. Leader development





produces innovative, flexible, culturally astute professionals expert in the art and science of the profession of arms and able to quickly adapt to the wide-ranging conditions of full-spectrum operations.

- **Design the Army's Modular Force:** TRADOC identifies and integrates comprehensive solutions for the Army Modular Force, both today and tomorrow.
- **Maximize institutional learning and adaptation:** As an integral component of an innovative generating force, TRADOC shapes and links it seamlessly to the operating force to maximize Army learning and adaptation (see Army Force Generation section in chapter 3, "Army Organization").

TRADOC is an open-minded organization that welcomes new ideas, fosters innovative thinking and seeks out collaboration and opportunities for improved change. As part of the joint team, TRADOC

embraces and is firmly linked to the joint community through doctrine, combat and training development, and experimentation programs.

Army Service Component Commands (ASCCs)

ASCCs are primarily operational organizations that serve as Army components for combatant commands. An ASCC can be designated by the combatant commander as a joint forces land component command or joint task force.¹

Eighth U.S. Army (EUSA)

Headquarters: Yongsan (Seoul), Korea

Website: <http://8tharmykorea.army.mil>



Mission: EUSA, as an ASCC, supports maintaining the Korean War Armistice (signed in 1953) and deterrence of North Korean aggression against the Republic of Korea (ROK) by providing forces and executing ASCC responsibilities for joint and combined forces. If deterrence should fail, EUSA would conduct Army Forces (ARFOR) noncombatant evacuation operations and force generation and sustainment operations to support the United Nations Command/Combined Forces Command campaign plan. On order, EUSA conducts ARFOR redeployment operations.

Activities: As 80 percent of U.S. forces in Korea, EUSA is the face of the United States military on the Korean Peninsula. EUSA is the ASCC to U.S. Forces Korea (USFK) and is in charge of U.S. Army forces throughout Korea. The military command structure in Korea is unique among U.S. commands—nowhere

¹ U.S. Africa Command (USAFRICOM) is the newest U.S. unified combatant command, created on 1 October 2007 as a sub-unified command under U.S. European Command (USEUCOM) and temporarily headquartered at Kelley Barracks in Stuttgart, Germany. The Army has not identified an ASCC for USAFRICOM as of this printing, but one will be named no later than 1 October 2008, when USAFRICOM will officially separate from USEUCOM. See "U.S. Africa Command: A New Way of Thinking," by Milady Ortiz, AUSA National Security Watch 08-1, 13 March 2008, available online at [http://www.ausa.org/webpub/DeptILW.nsf/byid/RBOH-7DBKCL/\\$File/AFRICOM.pdf?OpenElement](http://www.ausa.org/webpub/DeptILW.nsf/byid/RBOH-7DBKCL/$File/AFRICOM.pdf?OpenElement).



else in the world is the United States in such a combined command. The United States and South Korea—under the ROK-U.S. Mutual Defense Treaty of 1954—are committed to assisting each other in the event of an attack. Through the Combined Forces Command (CFC) that was established in 1978, they are jointly responsible for South Korea's defense planning. In addition, the United States leads the United Nations Command (UNC), established in 1950 by the United Nations Security Council. The UNC oversees the armistice that ended the 1950–1953 Korean War and supervises the two transportation corridors that cross the demilitarized zone—the most heavily armed border in the world. The U.S. four-star commander leads both the UNC and the CFC.

EUSA is transforming with the rest of the Army into modular, brigade-centric organizations while consolidating its footprint on the Korean Peninsula. In addition, USFK is leading a new era of “normalcy” for servicemembers, families, civilians and contractors serving in the ROK by establishing a long-term, normal force presence at U.S. main operating bases across the peninsula. USFK is setting

the stage for possible future three-year accompanied tours and two-year unaccompanied tours in South Korea—as in other locations outside the continental United States.² Now serving under the conditions set by the 1953 armistice treaty, EUSA is “ready to fight tonight.”

U.S. Army Europe (USAREUR)

Headquarters: Heidelberg, Germany

Website: <http://www.hqusareur.army.mil>



Mission: USAREUR, the Army's largest forward-deployed and strategically positioned power-projection force, is charged with leading joint and combined forces in support of the combatant commander and demonstrating national resolve and strategic leadership by assuring stability and security. To meet its responsibilities, USAREUR has embraced a culture of rapid deployability, flexibility and agility while transforming to field the Army's newest formations. USAREUR has incorporated expeditionary operations at all levels and provides expeditionary training to forces deployed to forward operating locations while providing secure sanctuary for rear operations and the families of deployed forces.

Activities: USAREUR executes its missions in 91 countries on three continents, partnering with NATO allies and emerging democracies. USAREUR uses a strategy map to define its mission, with five lines of operation that will lead to the end-state objectives. USAREUR is in a supporting role, a supported role or a combination of both for each line of operation:

- Win the war on terrorism by providing trained, ready and joint-capable forces to regional combatant commanders, usually in a coalition environment.

² See AUSA Torchbearer Issue Paper, “The U.S. Army in Korea in the 21st Century,” March 2008, available online at [http://www.ousa.org/webpub/DeptILW.nsf/byid/RBOH-7CPQTQ/\\$File/March08_USArmyKorea21Century.pdf?OpenElement](http://www.ousa.org/webpub/DeptILW.nsf/byid/RBOH-7CPQTQ/$File/March08_USArmyKorea21Century.pdf?OpenElement).



- Transform and set the force in an expeditionary stance with the right capabilities, geographical positioning and joint synergies to meet Commander, U.S. European Command (COMEUR) requirements. USAREUR will ultimately produce agile, lean, flexible and full-spectrum-capable forces relevant to the European theater and beyond. Critical elements of USAREUR's expeditionary stance are the Eastern European Task Force (EETAF) and the Southern European Task Force (SETAF).
- Keep USAREUR a great assignment location for Soldiers, families and civilian employees by continuously seeking improvements in services and facilities that contribute to the quality of life for its people.
- Build tomorrow's coalitions of the willing today through effective security cooperation initiatives in support of COMEUR's theater strategy. Both the historic and the newest allies of the United States are found in this area of operations, so USAREUR prioritizes exercising its ability to operate with joint and coalition partners by leveraging the unsurpassed exportable training capability resident in the Joint Multinational Training Command.



- Develop today's and tomorrow's leadership—warrior pentathletes, trained and capable of leading and dealing with uncertainty across the full spectrum of mission sets and environments.

U.S. Army Pacific (USARPAC)

Headquarters: Fort Shafter, Hawaii

Website: <http://www.usarpac.army.mil/home.asp>



Mission: USARPAC is the ASCC of U.S. Pacific Command (USPACOM), providing trained and ready forces to the USPACOM commander in support of regional stability and security operations that ensure successful crisis response or decisive victory. The USARPAC area of responsibility covers more than half of the earth's surface. While USARPAC's primary focus is the Asia-Pacific region, many USARPAC Soldiers are currently deployed to Iraq and Afghanistan. In addition, USPACOM has designated the USARPAC commander as the Joint Task Force Homeland Defense (JTF-HD) commander charged with defending against terror attacks in the Pacific. JTF-HD protects military installations and critical infrastructure and provides defense support to civil authorities protecting U.S. populations, the homeland and U.S. territories and protectorates. The JTF-HD mission includes maintaining situational awareness and providing critical support for military and civil authorities in times of national need. USARPAC also oversees, evaluates and supports the Army National Guard in Hawaii, Alaska and Guam and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska.

Activities: On an average day in 2006, for example, USARPAC had more than 12,000 Soldiers deployed to 18 locations conducting 19 different operations. These included operations in Iraq and Afghanistan in support of the war on terrorism, counterterrorism operations in the Philippines, peacekeeping

operations in Kosovo and numerous Theater Security Cooperation Program exercises throughout the Pacific region. USARPAC Soldiers and civilian personnel also supported numerous operations and exercises.

U.S. Army North (USARNORTH)

Headquarters: Fort Sam Houston,
Texas

Website: <http://www.5tharmy.army.mil/default.htm>



Mission: USARNORTH/5th Army became fully operational on 11 September 2003, with an area of responsibility (AOR) covering the United States, Mexico and Canada. USARNORTH conducts homeland defense and civil support operations and, as the ASCC to U.S. Northern Command (USNORTHCOM), theater security cooperation activities to protect the American people and their way of life. On order, USARNORTH commands and controls deployed forces as a joint task force or joint force land component command.

As the ASCC to USNORTHCOM, U.S. Army North provides the USNORTHCOM commander with a single point of contact for all land domain security challenges across the AOR. In the event of an attack, USARNORTH can assume tactical control for defending Army personnel and installations within the USNORTHCOM AOR. USARNORTH has no assigned forces—it is assigned forces when needed.

Activities: USARNORTH manages the training and oversight of the 55 National Guard Weapons of Mass Destruction Civilian Support Teams (WMD-CSTs)—full-time 22-person teams composed of state National Guard members dedicated to



both WMD and other disaster-response missions. USARNORTH also administers DoD's "Defense Support to Civil Authorities" course to train military personnel (for their civilian support role in response to attacks or disasters) and civilians (to assist them in obtaining a better understanding of DoD).

As the lead Army organization in homeland defense, one of USARNORTH's most important responsibilities is to develop partnerships with international, federal, state and local authorities. To maintain robust relationships, USARNORTH assigns and oversees dedicated Defense Coordinating Officers (DCOs) who serve as liaisons between DoD and state and federal authorities in emergencies.

USARNORTH also participates in various exercises with joint, civilian and international participants, in line with the Army's goal to "train like we fight." For example, in April and May 2006, USARNORTH took part in Ardent Sentry, a USNORTHCOM exercise with Canada designed to test response capabilities in such diverse crises as a hurricane, an avian flu outbreak and a bioterrorist attack.³

³ See "U.S. Army North/5th Army: Building Relationships to Defend the Homeland and Meet Emerging Regional Challenges," by Amanda Merritt Cumti, AUSA National Security Watch 07-1, 15 February 2007, available online at http://www.ausa.org/pdfdocs/NSW07_1.pdf.

U.S. Army South (USARSO)

Headquarters: Fort Sam
Houston, Texas

Website: <http://www.usarso.army.mil>



Mission: USARSO is the ASCC of U.S. Southern Command (USSOUTHCOM) in Miami, Florida. As such, USARSO executes all Army operations within USSOUTHCOM's area of responsibility. As part of the Army's command restructuring, USARSO will report directly to Headquarters, Department of the Army; in conjunction with its designation as USARSO/6th Army it will establish a deployable headquarters unit. USARSO/6th Army is scheduled to be fully manned, equipped, trained and validated by October 2008. Building regional cooperative security is the major theme guiding USARSO's activities. In implementing the USSOUTHCOM combatant commander's strategy, USARSO contributes to increasing cooperation throughout Central and South America and the Caribbean by planning and executing multilateral exercises fostering military-to-military engagement. USARSO relies heavily on Army National Guard and Army Reserve forces to execute a security cooperation program of humanitarian and civic assistance exercises and activities throughout the region. In addition, USARSO supports military groups at U.S. embassies in the region.

Activities: The Soldiers of USARSO have been active, both in and out of uniform, in promoting cooperation with other regional militaries in the achievement of shared goals. Among recent activities are:

- *Fuerzas Aliadas Humanitarias* (United Humanitarian Forces) Exercises—Multinational relief operations in conjunction with government offices and private organizations; occurred in Trinidad and Tobago in 2005 and in Honduras in 2006;

- *Nuevos Horizontes* (New Horizons) Exercises—Construction projects including schools, clinics, wells and community centers; occurred in Panama, Nicaragua and Haiti in 2005 and in the Dominican Republic, El Salvador and Peru in 2006;
- Medical Readiness Training Exercises (MEDRETES)—Training local medical staff and providing services to civilians; hosted by Paraguay and Honduras in 2006; and
- supply collection drives for the Honduran Orphanage Project, a USARSO community project that supports four orphanages in Honduras.

These types of operations, exercises and community activities are critical for improving both the U.S. image and the U.S. Army's freedom of maneuver in Central and South America and the Caribbean. By showcasing the Army as a positive, progressive force for change in the Americas, the



United States can demonstrate a commitment to regional security and development. Although this is not the traditional role of the Army, the exposure will pay dividends as Soldiers deployed in the Americas gain valuable experience and skills that can be applied elsewhere, including in the context of stability operations.⁴

U.S. Army Central (USARCENT)

Headquarters: Fort McPherson, Georgia

Website: <http://www.arcent.army.mil/>



Mission: USARCENT/3d Army serves as the ASCC to U.S. Central Command (USCENTCOM), with an area of responsibility stretching from the central Asian states to the Horn of Africa. USARCENT also has a forward element at Camp Arifjan, Kuwait, serving as the coalition forces land component command. The USARCENT AOR encompasses an area of approximately 6.5 million square miles consisting of 27 countries populated by more than 650 million people speaking 12 major languages and representing seven major religions. Within this strategically important region lie the historical crossroads of three continents, the majority of the world's oil and natural gas reserves and the primary maritime link between Europe and Asia. Resources, differing geography, religious influences and historical conflict have shaped this region for centuries and continue to do so today.

Activities: In keeping with U.S. National Security Strategy, USARCENT supports USCENTCOM through a theater security cooperation strategy that encompasses the four fundamentals of the National Military Strategy (see chapter 1, "National Defense Strategy"). USARCENT maintains a continued forward presence, conducts joint and coalition exercises throughout the region, provides humanitarian assistance when needed, develops close partnerships with responsible nations, assists in demining efforts and provides support to other military service components. USARCENT is prepared to rapidly respond by developing and executing war plans and contingency missions as required. This strategy provides the President with a wide range of options to deter aggression and coercion from a forward-presence posture, and to decisively defeat any adversary across the full spectrum of conflict if deterrence fails.



⁴ For more information on U.S. Army South/6th Army, see "U.S. Army South and the Transition to 6th Army: Rising to Face New Challenges in Central and South America and the Caribbean," by Charles Hornbostel, AUSA National Security Watch 06-5, 1 December 2006, available online at http://www.ausa.org/pdfdocs/NSW06_5.pdf.

U.S. Army Space and Missile Defense Command (SMDC)

Headquarters: Arlington, Virginia

Website: <http://www.smdc.army.mil/>



Mission: SMDC/Army Strategic Command (ARSTRAT):

- conducts space and missile defense operations;
- provides planning, integration, control and coordination of Army forces and capabilities in support of U.S. Strategic Command (USSTRATCOM) missions;
- serves as proponent for space and ground-based midcourse defense;
- is the Army operational integrator for global missile defense; conducts mission-related research, development and acquisition in support of Army Title 10 responsibilities; and
- serves as the focal point for desired characteristics and capabilities in support of USSTRATCOM missions.

Activities: SMDC is the ASCC of USSTRATCOM, with responsibilities that include space operations, information operations, global strike, integrated missile defense and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR).

The 1st Space Brigade in Colorado Springs, Colorado, conducts space operations to enable delivery of decisive combat power. Part of 1st Space Brigade is the 1st Satellite Control Battalion that provides assured communications for command and control, critical intelligence, video teleconferences and logistics. The battalion's Theater Missile Warning Company operates Joint Tactical Ground Stations (JTAGS) that provide deployed U.S. forces worldwide early warning of missile launches. The battalion's Army Space Support Company provides capabilities,



expertise and products in support of the warfighter in the planning and execution of the full spectrum of military operations.

The 100th Missile Defense Brigade (Ground-based Midcourse Defense, or GMD), Colorado Army National Guard, oversees the GMD system. The 49th Missile Defense Battalion, supported by the Alaska Army National Guard, operates the GMD fire control network, provides positive operational control over the interceptors at Fort Greely, Alaska, and ensures protective security to the systems deployed there.

SMDC manages the Army's astronauts in the NASA Astronaut Detachment at Johnson Space Center in Houston, Texas. SMDC is also the Army proponent for space operations officers. The TRADOC System Manager Ground-based Midcourse Defense (TSM GMD) in Arlington and in Huntsville, Alabama, integrates and manages GMD user activities within the Army.



The Technical Center (TC) in Huntsville is the research and development element of the command. The TC performs directed energy, space and missile defense research and development and works with the Missile Defense Agency to develop missile defense technologies for the nation. It also is the command's lead organization and executing agent for developmental and operational test and evaluation at the following test facilities:

- the High Energy Laser Systems Test Facility (HELSTF) at White Sands Missile Range, New Mexico, which serves as a national center for high-energy laser research, development, testing and evaluation and is the only laser facility capable of placing continuous wave megawatt laser light on a variety of targets;
- the U.S. Army Kwajalein Atoll/Ronald Reagan Ballistic Missile Defense Test Site, featuring a unique geographical location in the central Pacific and an unmatched suite of radars, instrumentation and test support facilities offering extensive flexibility for ballistic missile testing and space-object tracking.

The Future Warfare Center (FWC), with operations in Huntsville, Colorado Springs and Arlington, develops the Army's space and missile defense doctrine and concepts, validates requirements and ensures their Army-wide integration. The FWC rapidly moves innovations for space, missile defense, C4ISR and information operations to the warfighter through prototype development, experimentation, war games, analytical assessments, and model and simulation development. Additional services provided by the FWC include management of high-performance computer centers, threat scenario design, command and control engineering and Advanced Concept

Technology Demonstration (ACTD) management.

The Technical Interoperability and Matrix Center (TIMC) in Huntsville integrates technical and operational requirements with materiel developers, improves interoperability for joint and coalition warfighters, and advances space and integrated air and missile defense. TIMC also oversees colocated employees.

U.S. Army Special Operations Command (USASOC)

Headquarters: Fort Bragg, North Carolina

Website: <http://www.soc.mil/>

Mission: USASOC is the ASCC of U.S. Special Operations Command (USSOCOM). It organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army special operations forces (SOF) to successfully conduct worldwide special operations across the range of military missions in support of regional combatant commanders, U.S. ambassadors and other agencies as directed. USASOC develops unique special





operations doctrine, tactics, techniques, procedures and materiel in coordination with the U.S. Army Training and Doctrine Command, the U.S. Army Materiel Command and USSOCOM.

Activities: Army special operations forces comprise Special Forces (SF), Rangers, civil affairs (CA), special operations aviation (SOA), psychological operations (PSYOP) and headquarters units. Special Forces Command exercises command and control over five active Special Forces groups and training oversight of two Army National Guard SF groups.

- **75th Ranger Regiment.** Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. Rangers conduct a wide range of diverse operations including airborne and air assaults, mounted infiltrations behind enemy lines, complex urban raids and rescue operations. Rangers can infiltrate by land, by sea or by air.
- **160th Special Operations Aviation Regiment (SOAR).** The 160th SOAR is a unique unit providing support to SOF worldwide with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.
- **U.S. Army Special Operations Support Command (Airborne).** This command provides the command and control organization for signal, support and materiel management. It also maintains a dedicated, regionally oriented coordination and liaison base to provide combat and health services and communications planning in support of all Army SOF units.
- **U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the twofold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this

organization conducts training courses for SF, CA, PSYOP and foreign officers, as well as training for survival, evasion, resistance and escape. It also is responsible for developing doctrine and new equipment for Army SOF.

U.S. Army Surface Deployment and Distribution Command (SDDC)



Headquarters: Alexandria, Virginia

Website: <http://www.sddc.army.mil/>

Mission: SDDC provides global surface deployment command and control and distribution operations to meet national security objectives in peace and war. SDDC is the armed forces' single surface deployment and distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.



Activities: In 2006 SDDC executed the second largest logistics movement since World War II, synchronizing 206 vessel operations and their related surface movement by truck, rail and barge supporting the war on terrorism and worldwide humanitarian aid missions, moving 13,714,839 square feet of unit cargo—enough to fill 238 football fields. SDDC also supported the worldwide restationing of U.S. units and shipments of household goods and privately owned vehicles. SDDC will move its headquarters and the Transportation Engineering Agency to Scott Air Force Base, Illinois, during the 2007–2010 timeframe under the 2005 Base Realignment and Closure legislation.

SDDC is the ASCC of U.S. Transportation Command (USTRANSCOM) and a major subordinate command of Army Materiel Command. SDDC's major subordinate commands include:

- the 597th Transportation Group, Fort Eustis, Virginia, responsible for the command's port terminal units in the United States, Central and South America, and the Caribbean;



- the 598th Transportation Group, Rotterdam, The Netherlands, managing European ports and supporting U.S. European Command and U.S. Central Command;
- the 599th Transportation Group, Wheeler Army Air Field, Hawaii, managing ports in the Far East region and supporting U.S. Pacific Command;
- the Ammunition Terminal Group (Provisional), Sunny Point, North Carolina, coordinating ammunition and explosive movements; and
- the Transportation Engineering Agency, Newport News, Virginia, conducting global deployability engineering and analysis.

SDDC units also operate throughout the U.S. Central Command area of responsibility.

Direct Reporting Units

Direct reporting units consist of one or more units with institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army.

U.S. Army Military District of Washington (MDW)

Headquarters: Fort Lesley J. McNair, Washington, D.C.

Website: <http://www.mdw.army.mil>



Mission: MDW implements contingency plans in response to crisis, disaster or other security requirements in the National Capital Region. MDW serves as the core element of the collocated Joint Force Headquarters-National Capital Region, which activates a joint task force under command of the MDW commander in times of need. In addition, MDW provides a variety of specialized support missions, including personal-property shipping for the region, rotary-wing airlift and operation of the Arlington National Cemetery. MDW conducts official ceremonies, locally and worldwide, on behalf of the

nation's civilian and military leaders. If the ceremonies involve sister services, they may be planned and executed through the joint headquarters/task force arrangement under U.S. Northern Command. The MDW commander is senior mission commander for Army installations from Fort A. P. Hill, Virginia, to Fort Hamilton, New York, and is convening authority for courts-martial for Army personnel assigned to the capital region.

Activities: MDW is the home of the Army's official ceremonial units, the 3d U.S. Infantry (The Old Guard) and The U.S. Army Band, "Pershing's Own." Soldiers of these units represent the Army and the nation thousands of times each year, from graveside military honors and wreath ceremonies at the Tomb of the Unknowns to state-visit arrival and departure ceremonies, state funerals and presidential inaugurations. The Old Guard has major homeland defense responsibilities, providing the most immediate land force component available to the region during crisis. Both The Old Guard and the Band went operational on 11 September 2001 when the Pentagon was attacked, as did other elements of MDW, notably the 12th Aviation Brigade and the MDW Engineer Company, which performs collapsed-building search-and-rescue operations.

Companies of The Old Guard occasionally deploy in support of Combined Joint Task Force–Horn of Africa to help prevent the region from becoming a seedbed of terrorism. Old Guard Soldiers provide force protection for troops in the region as they carry out civil affairs missions such as building schools, medical clinics and other facilities for citizens of these countries. The Soldiers are also participating in military-to-military training in Djibouti, Uganda and Kenya. The command's community outreach efforts attract visitors and area residents alike to such events as Twilight Tattoo and Spirit of America, band concerts and recitals, parades and sporting contests. MDW produces the Army Ten-Miler every October



in conjunction with the Association of the United States Army's Annual Meeting, and in the meeting's opening ceremony dramatically portrays the Army spirit with a small taste of what audiences see in MDW's Spirit of America arena production.

U.S. Army Corps of Engineers (USACE)

Headquarters: Washington, D.C.

Website: <http://www.usace.army.mil/>

Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peacetime and in the war on terrorism.

Activities: USACE's military program includes construction of Army and Air Force facilities, base realignment and closure activities, installation support, mili-



tary-contingency support, environmental restoration, strategic mobility and international activities in nine divisions in the United States and 41 subordinate districts throughout the United States, Asia and Europe. USACE provides real estate acquisition, management and disposal for the Army and Air Force. The command's civil works program includes navigation, flood control, environmental protection, disaster response, hydro-power, recreation and other missions.

The USACE research and development community provides support to military operations and civil disaster relief operations with an array of technical products and services as well as reachback to the laboratories through a teleengineering operations center. USACE supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation's primary engineering agency.

USACE Soldiers and civilians are directly supporting operations in Iraq. Construction has started on more than 1,500 projects, including more than 40 training centers, military bases, and police and fire stations, with work under way to rehabilitate or build more than 500 schools and 52 clinics. USACE personnel are also in Afghanistan, working to reform the security sector and military construction for coalition forces. Mid- to long-range plans involve capacity building, including building roads, clinics and schools and developing water and power infrastructure in conjunction with the United States Agency for International Development (USAID).

In the United States and its territories, USACE has repeatedly demonstrated an impressive capability for supporting emergency responses to floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydro-power projects



comprising 24 percent of all U.S. hydro-power capacity, operates 383 major flood control reservoirs, and has emplaced more than 8,500 miles of flood-control levees. USACE's maintenance of navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to federal agencies, to state and local governments and to friendly nations, USACE continues its tradition of service to the United States and the Army.

U.S. Army Criminal Investigation Command (CID)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.cid.army.mil/>

Mission: CID investigates felony violations of the Uniform Code of Military Justice (UCMJ) and other criminal provisions of the U.S. Code in which the Army has an interest. The command supports field commanders and communities in solving major fel-



ony-level crimes and also provides protective services for senior Department of Defense and Army leaders.

Activities: As the Army's primary provider of criminal investigations, CID operates a forensic laboratory, criminal records repository, major procurement fraud unit and computer crimes unit. It solves crimes, assesses the potential for crime and prevents felony crimes against the Army and its Soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services and war crimes investigations. Using modern investigative techniques, equipment and systems, CID handles criminal activity at every level of the Army throughout the world. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a U.S. attorney as appropriate.

U.S. Army Intelligence and Security Command (INSCOM)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.inscom.army.mil/>

Mission: INSCOM conducts dominant intelligence, security and information operations for military commanders and national decisionmakers. Charged to provide the warfighter with seamless intelligence needed to understand the battlefield and focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. These include intelligence preparation of the battlefield, analysis of situation development, signals intelligence analysis, measurements and signatures intelligence, imagery intelligence, human intelligence, and science and technology intelligence production and dissemination.

In addition, INSCOM has major responsibilities in the areas of counterintelligence and force protection, electronic and information warfare, and support to force modernization and training.

Activities: INSCOM is a global command with three brigades that tailor their support to the specific needs of different theaters. Ten other groups and activities focus primarily on a single intelligence discipline or function. They are available in a reinforcing role, enabling any combatant commander to use INSCOM's full range of unique capabilities. INSCOM's units support Army missions worldwide and are stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support INSCOM's mission.



U.S. Army Medical Command (MEDCOM)

Headquarters: Fort Sam Houston,
Texas

Website: <http://www.armymedicine.army.mil>



Mission: MEDCOM provides direction and planning for the Army health care services in conjunction with the Office of The Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. The mission has three components:

- **Project and sustain**—Ensure that deploying military forces are in a state of optimal health and fitness and equipped to protect themselves from disease and injury;
- **Train, equip and deploy**—Ensure that deploying medical units are capable of

supporting the medical requirements of the deployed forces under any contingency;

- **Manage and promote health**—Provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

Activities: MEDCOM is led by the Army Surgeon General, who has the dual responsibility of advising the Army's leaders on health matters (the Surgeon General's job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. MEDCOM includes the Army's fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire Department of Defense. The command also provides trained medical specialists to the Army's combat medical units, which are assigned directly to combatant commanders.



Soldiers are not the only ones who benefit from the work of Army medicine. The American people benefit from the way MEDCOM enhances the Army's ability to defend the nation and its vital interests. American civilians also reap benefits from Army medical research, training and professional care. Army medical research has played a major role in the progress of public health and medical science. Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army. Army medical Soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

U.S. Army Test and Evaluation Command (ATEC)

Headquarters: Alexandria, Virginia

Website: <http://www.atec.army.mil/index.htm>



Mission: ATEC plans, conducts and integrates developmental testing, independent operational testing, independent evaluations, assessments and experiments to provide essential information to Soldiers and to acquisition decisionmakers supporting the American warfighter. ATEC's 9,000 military, civilian and contract employees—highly skilled test officers, engineers, scientists, technicians, researchers and evaluators—are involved in more than 1,100 tests daily. ATEC is responsible for making sure the Army sends its Soldiers to war with weapon systems that work.

Activities: On 1 October 1999, the Operational Test and Evaluation Command (OPTEC) was redesignated ATEC. Central to the consolidation was ATEC's assumption of overall responsibility for all Army developmental and operational testing. The Test and Evaluation command became a major subordinate



command of ATEC and was redesignated the U.S. Army Developmental Test Command (DTC), with DTC headquarters remaining at Aberdeen Proving Ground, Maryland. Also, the Test and Experimentation Command was redesignated the U.S. Army Operational Test Command (OTC), with headquarters remaining at Fort Hood, Texas. The third ATEC subordinate command that was redesignated encompassed both the Operational Evaluation Command and the Evaluation Analysis Center, which were combined to form the new U.S. Army Evaluation Center (AEC), completing the earlier decision to move developmental and operational evaluation into a single, integrated command.

Since its formation, ATEC has played a major role in Army transformation. In December 1999, ATEC was in the field evaluating medium-weight armor at Fort Knox, Kentucky, during the Platform Performance Demonstration; it conducted the Interim Armored Vehicle Bid Sample Event at

ATC; it compared the M113 and the Stryker at Fort Lewis, Washington, for Congress; and it conducted operational tests of the Stryker in the summer of 2003 at Fort Knox.

A TEC rigorously tests items of every description, from individual weapons to the National Missile Defense ground-based midcourse defense systems. A TEC's staff designs and uses highly accurate and precise instrumentation to test sophisticated military systems under controlled conditions at testing facilities located around the country. Newly assigned personnel become involved in important projects, working closely with a wide range of specialists from other government agencies and industries.

U.S. Military Academy (USMA)

Headquarters: West Point, New York

Website: <http://www.usma.edu/>



Mission: To educate, train and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of duty, honor, country and prepared for a career of professional excellence and service to the nation as an officer in the United States Army.

Activities: Since its founding two centuries ago, the Military Academy has accomplished its mission by developing cadets in four critical areas: intellectual, physical, military and moral-ethical—a four-year process called the “West Point Experience.” Specific developmental goals are addressed through several fully coordinated and integrated programs.

A challenging academic program that consists of a core of 31 courses provides a balanced education in the arts and sciences. This core curriculum establishes the foundation for elective courses that permit cadets to explore in greater depth a field of study or an optional major. All cadets receive a Bachelor of Science degree, designed specifically to meet the



intellectual requirements of a commissioned officer in today's Army.

Admission is open to all young men and women and is extremely competitive. Candidates must receive a nomination from a member of Congress or from the Department of the Army. They are then evaluated on their academic, physical and leadership potential. Those candidates who are fully qualified receive appointments to the Academy.

From the day of its founding on 16 March 1802, the Military Academy has grown in size and stature, and it remains committed to the task of producing commissioned leaders of character for America's Army. Today, the Academy graduates more than 900 new officers annually, which represents approximately 25 percent of the new lieutenants required by the Army each year. The student body, or Corps of Cadets, numbers 4,000, of whom approximately 15 percent are women.



U.S. Army Reserve Command (USARC)

Headquarters: Fort McPherson, Georgia

Website: <http://www.armyreserve.army.mil/arweb/>



Mission: The Army Reserve's mission, under Title 10 of the U.S. Code, is to provide trained and ready Soldiers and units with the critical combat service support and combat support capabilities necessary to support national strategy during peacetime, contingencies and war. The Army Reserve is a key element in the Army multicomponent unit force, training with active and Army National Guard units to ensure that all components work as a fully-integrated team.

Activities: The Army Reserve carries out its mission by:



- enabling the Army to do more with fewer resources, by providing a flexible, well-trained, complementary force that can expand and contract to meet the specific needs and challenges of each new mission;
- training Soldiers at the highest possible level in one of nearly 200 specific skills to support the Army on any air, land or sea mission;
- maintaining a force that can mobilize rapidly and skillfully at any moment to respond to a crisis or situation, or to defend America's interests at home and abroad;
- building a stronger Army by drawing on the strength, support and success of all the diverse backgrounds and communities across America represented by the Soldiers in the Army Reserve;
- anticipating the ever-evolving needs of today's modern Army and helping it transform into a smaller, faster, stronger force while continuing to protect the nation's interests.
- implementing national objectives;
- keeping the Army mobile, efficient and complete by providing specialized technological and troop support when and where it is needed most;
- supporting national policies;
- preserving the peace and security and providing for the defense of the United States, its territories, commonwealths and possessions, and any areas occupied by the United States;
- overcoming aggressive acts from nations and terrorist groups that imperil the peace and security of the United States; and
- giving back to the community by providing civil support, i.e., food, shelter, safe drinking water and medical attention to civilians during emergencies and natural disasters.



U.S. Army Acquisition Support Center (USAASC)

Headquarters: Fort Belvoir, Virginia

Website: <http://asc.army.mil/>



Mission: USAASC manages all aspects of the Army's acquisition career management programs and policies. The center also provides budget, manpower, personnel and force structure support to program executive officers, acquisition commands and the Army Contracting Agency. The ultimate goal is to provide the Army Acquisition Corps (AAC) with the tools to provide Soldiers with the right products at the right time, the right place and the right price.

Activities: USAASC maintains subject-matter expertise in acquisition career management and in acquisition-related matters in policy interpretation, resource requirements, personnel issues and various other Army Acquisition Corps and acquisition, logistics and technology (AL&T) workforce strategic topics.

The USAASC staff provides support ranging from key Army leadership to the Program Executive Offices (PEOs) and Acquisition Commands to individual workforce members, regardless of location. It strives to ensure professional development opportunities for its workforce through training, education and broadening experiences. The USAASC workforce is prepared to operate in a dynamic environment using leading-edge concepts and technologies.

Strong ties to the warfighter are key to effectively meeting the Army's needs. USAASC is working to overcome misperceptions and develop a mutual understanding and a cohesive relationship with the operational Army. Army acquisition plays a critical role in protecting the United States and its fighting forces.

USAASC is a multifunctional agency whose initiatives are to:

- provide oversight of the AAC and the AL&T workforce;
- communicate the mission and vision of the AAC;
- provide major command support to PEOs in the areas of resource management, human resource management and force structure;
- plan, program, and oversee/execute career management activities for the AL&T workforce (e.g., policies, training, opportunities, etc.); and
- provide to the Army Acquisition Executive, the Director of Acquisition Career Management, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) staff and the Army acquisition community policy, guidance and support and services regarding acquisition issues and initiatives.



U.S. Army Installation Management Command (IMCOM)

Headquarters: Arlington, Virginia

Website: <http://www.imcom.army.mil/site/command/>



Mission: IMCOM was activated in October 2006 to provide the Army the installation capabilities and services to support expeditionary operations in a time of persistent conflict, and to provide a quality of life for Soldiers and families commensurate with their service. IMCOM comprises three organizations—the former Installation Management Agency, the former Community and Family Support Center and the former Army Environmental Center—now unified under a single command.

Activities: IMCOM manages 109 of the Army’s 154 installations. Its current objectives are:

- to consolidate, strengthen and standardize installation support services and family and morale, welfare and recreational programs for Soldiers, families and authorized civilians to sustain well-being;
- to work to match Soldiers’ quality of life to the quality of service they provide to the nation;



- to execute business transformation/Lean Six Sigma to maximize efficiency and effectiveness of services;
- to improve the Army’s aging infrastructure, preserve the environment and ensure environmental and security regulations are followed;
- to construct base housing and other structures;
- to assist Army transformation and the Army Modular Force; and
- to communicate IMCOM goals to key constituencies (internal and external audiences) and incorporate feedback from installations into conflict and resolution plans.

U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9thSC[A])

Headquarters: Fort Huachuca, Arizona

Website: <http://www.netcom.army.mil/>



Mission: NETCOM/9thSC(A) is made up of more than 17,000 Soldiers and civilians who are on point around the world, providing battle command and ensuring information dominance to the warfighter. The leadership within the command has the responsibility to ensure unity of effort throughout the global network to assure the delivery of network-centric capabilities in all phases of operations.

Activities: The challenges the Army faces today in operational missions, changing structure and emerging doctrine requires increased transformation efforts in command, control, communications, computers and information management across the Army and the joint and coalition forces. As the premier signal provider, NETCOM is on point for this transformation. Understanding the combatant commander’s requirements will help provide the greatest advantages to U.S. forces and set the way ahead for the future.



The command's primary objective is to ensure the Army network enterprise enables the warfighter at the strategic, operational and tactical levels of execution. To that end, the command will focus on seven mission-essential tasks:

- rapidly projecting trained and tailored expeditionary forces to conduct joint and combined operations;

- operating, integrating and sustaining the LandWarNet enterprise communications capabilities at all echelons to enable global and theater joint and combined operations;
- conducting network operations within the joint framework to enable assured information dominance and protected network-centric capabilities across the force;
- delivering interoperable global enterprise services and standards while establishing tactics, techniques and procedures in direct support of expeditionary forces;
- integrating emerging technologies and transforming to a modular and capabilities-based force;
- executing and leveraging enterprise processes, utilizing best-business practices; and
- enhancing the well-being of the force.

NETCOM's Soldiers, side-by-side with Army civilians and contractors, are on point for the nation around the globe. The physical, mental, spiritual and material well-being of the force is the linchpin to mission success.

The top half of the page features a large, stylized illustration. On the left, the American flag waves across the top. Below it is a black silhouette of a large, multi-story building with many windows, representing an Army installation. A smaller flag on a pole is visible on the roof of the building. To the right of the building, the title 'Army Installations Chapter 9' is written in a bold, black, serif font. The background of the entire top section is a light blue sky with a large, faint, circular graphic element on the right side.

Army Installations

Chapter 9

The Army operates bases, camps, posts, stations and other installations worldwide. At each location, the Army is, effectively, running a city with such municipal services as street maintenance, utilities and sewage. Installations also have family programs and audiovisual and base communication services. In addition, the Army must run environmental protection services for installations and maintain security—“force protection”—for the property, the equipment, the Soldiers and their families. Army installations’ primary purpose is to provide a place where Soldiers train, mobilize and deploy to fight and then to support the forces once they have deployed.

The Army has designated three essential tasks for installations:

- to serve as deployment platforms with capabilities to resupply forward-based and in-theater forces quickly and efficiently;

- to adjust their support functions to meet the needs of the Army at war and in transformation; and
- to support the well-being of all Soldiers and their families.

The last includes Army Community Service, reserve component family programs and a network of support services that directly impact Soldier readiness and retention and help families adapt to military life and all phases of mobilization, deployment and demobilization.

The U.S. Army posts below are categorized by state or country and list, when available, the nearest community, the post’s website, the commercial phone number and the Defense Switched Network (DSN) phone number for the main operator or Public Affairs Office (calls to the DSN number must be made from a DSN phone).



Alabama

Anniston Army Depot

Anniston

<http://www.anad.army.mil/>
256-235-7501 (DSN: 571-1110)

Fort McClellan Army National Guard

Training Center

Anniston

256-847-4102 (DSN: 363-7470)

Fort Rucker

Daleville

<http://www.rucker.army.mil>
334-255-1030 (DSN: 558-1030)

Redstone Arsenal

Huntsville

<http://www.garrison.redstone.army.mil/>
256-876-4161 (DSN: 746-4161)

Alaska

Camp Carroll

Anchorage

907-384-6061



Fort Richardson

Anchorage

<http://www.usarak.army.mil/>
907-384-1110 (DSN: 317-384-1110)

Fort Wainwright

Fairbanks

<http://www.wainwright.army.mil/>
907-353-1110 (DSN: 317-353-1110)

Arizona

Camp Navajo

Bellemont

<http://www.camp-navajo.org/>
928-773-3238 (DSN: 773-3238)

Fort Huachuca

Sierra Vista

<http://huachuca-www.army.mil>
520-538-7111 (DSN: 821-7111)

Yuma Proving Ground

Yuma

<http://www.yuma.army.mil/>
928-328-2151 (DSN: 899-2151)

Arkansas

Camp Robinson

North Little Rock

<http://www.arguard.org/>
501-212-5100 (DSN: 962-5100)

Pine Bluff Arsenal

Pine Bluff

<http://www.pba.army.mil/>
870-540-3000 (DSN: 966-3000)

California

Camp Parks U.S. Army Combat Support Training
Center/Camp Parks

<http://www.liggett.army.mil/sites/local/>
925-875-4298



Camp Roberts

Paso Robles

<http://www.calguard.ca.gov/cprbts/>
805-238-3100 (DSN: 949-8000)

Camp San Luis Obispo

San Luis Obispo

<http://www.calguard.ca.gov/cslo/Pages/default.aspx>
916-854-3300

Fort Hunter Liggett

King City

<http://www.liggett.army.mil/>
831-386-2506 (DSN: 686-2506)

Fort Irwin

Barstow

<http://www.irwin.army.mil/>
760-380-4111 (DSN: 470-4111)

Los Alamitos Army Airfield

Los Alamitos

<http://www.calguard.ca.gov/sli/Pages/default.aspx>
562-795-2571 (DSN: 972-2571)

Presidio of Monterey

Monterey

<http://pom-www.army.mil/index.asp>
831-242-5119 (DSN: 768-5104)

Sierra Army Depot

Herlong

<http://www.sierra.army.mil/SIAD.htm>
530-827-4343 (DSN: 855-4343)

Colorado

Fort Carson

Colorado Springs

<http://www.carson.army.mil/>
719-526-5811 (DSN: 691-5811)

Pueblo Chemical Depot

Pueblo

<http://www.cma.army.mil/pueblo.aspx>
719-549-4211 (DSN: 749-4211)

Rocky Mountain Arsenal

Commerce City

<http://www.pmrma.army.mil/>
303-289-0300 (DSN: 749-2300)

District of Columbia

Fort Lesley J. McNair (part of the Fort Myer Military Community)

Washington

<http://www.fmmc.army.mil/sites/local/>
202-685-3720 (DSN: 325-3720)

Walter Reed Army Medical Center

Washington

<http://www.wramc.army.mil/Pages/default.aspx>
202-782-3501 (DSN: 662-3501)

Florida

Camp Blanding

Starke

904-682-3100 (DSN: 822-3100)



Georgia

Fort Benning

Columbus

<http://www.benning.army.mil/infantry/>
706-545-2211 (DSN: 835-2211)

Fort Gillem

Forest Park

http://www.mcpherson.army.mil/Fort_Gillem.htm

404-469-5000 (DSN: 797-5000)

Fort Gordon

Augusta

<http://www.gordon.army.mil/>
706-791-0110 (DSN: 780-0110)

Fort McPherson

Atlanta

<http://www.mcpherson.army.mil/>
404-464-3113 (DSN: 367-3113)

Fort Stewart/Hunter Army Airfield

Hinesville/Savannah

<http://www.stewart.army.mil/>
912-767-1411 (DSN: 870-1110)

Hawaii

Fort Shafter

Honolulu

<http://www.usarpac.army.mil/>
808-449-7110 (DSN: 315-449-7110)

Schofield Barracks

Honolulu

<http://www.25idl.army.mil>
808-449-7110 (DSN: 315-449-7110)

Tripler Army Medical Center

Honolulu

<http://www.tamc.amedd.army.mil/>
808-433-6661 (DSN: 433-6661)

Illinois

Construction Engineering Research Laboratory

Champaign

<http://www.cecer.army.mil/td/tips/index.cfm>
217-352-6511 (DSN: 643-6511)

Rock Island Arsenal

Moline

<http://www.ria.army.mil/>
309-782-6001 (DSN: 793-6001)

Indiana

Camp Atterbury

Edinburgh

<http://www.campatterbury.org/>
812-526-1499 (DSN: 569-2499)

Iowa

Camp Dodge

Johnston

<http://www.iowanationalguard.com/CampDodge/Default.htm>
515-252-4582 (DSN: 431-4582)



Kansas

Fort Leavenworth
Leavenworth
<http://www.leavenworth.army.mil/>
913-684-4021 (DSN: 552-4021)

Fort Riley
Junction City
<http://www.riley.army.mil/>
785-239-3911 (DSN: 856-3911)

Kentucky

Blue Grass Army Depot
Richmond
<http://www.cma.army.mil/bluegrass.aspx>
859-779-6380 (DSN: 745-6380)

Fort Campbell
Hopkinsville
<http://www.campbell.army.mil/>
270-798-2151 (DSN: 635-1110)

Fort Knox
Louisville
<http://www.knox.army.mil/>
502-624-1181 (DSN: 464-1181)



Louisiana

Camp Cook
Pineville
<http://www.laocs.com/>
318-640-2850

Fort Polk
Leesville
<http://www.jrtc-polk.army.mil/>
337-531-2911 (DSN: 863-1110)

Maine

Camp Keyes
Augusta
<http://www.me.ngb.army.mil/About%20Us/Camp%20Keyes/default.htm>
207-476-4519 (DSN: 626-4519)

Maryland

Aberdeen Proving Ground
Aberdeen
<http://www.apg.army.mil/>
410-278-5201 (DSN: 298-5201)

Fort Detrick
Frederick
<http://www.detrick.army.mil/>
301-619-8000 (DSN: 343-1110)

Fort George G. Meade
Laurel
<http://www.ftmeade.army.mil/>
301-677-6261 (DSN: 923-6261)

Massachusetts

Camp Edwards
Bourne
508-968-5885 (DSN: 557-5885)

Devens Reserve Forces Training Area
Ayers
<https://www.devens.army.mil/>
978-796-2126 (DSN: 256-2126)

Soldier Systems Center (Natick Labs)

Natick

<http://www.ssc.army.mil/>

508-233-4000 (DSN: 256-4000)

Michigan

Camp Grayling

Grayling

<http://www.michguard.com/grayling/default.asp>

989-344-6100 (DSN: 623-3100)

U.S. Army Garrison Michigan-Detroit Arsenal

Warren

<http://www.selfridge.army.mil/>

586-574-5000 (DSN: 786-5000)

Minnesota

Camp Ripley

Little Falls

<http://www.dma.state.mn.us/cpritley/INDEX.HTM>

320-616-3122 (DSN: 871-3122)

Mississippi

Camp Shelby

Hattiesburg

<http://www.ngms.state.ms.us/campshelby/>

601-558-2000 (DSN: 286-2000)

Waterways Experiment Station

Vicksburg

<http://www.wes.army.mil/Welcome.html>

601-634-3111

Missouri

Fort Leonard Wood

Waynesville

<http://www.wood.army.mil/>

573-596-0131 (DSN: 581-0131)

Nebraska

Camp Ashland

Ashland

<http://www.neguard.com/>

402-309-7600 (DSN: 279-7600)

New Hampshire

Cold Regions Research and Engineering Laboratory

Hanover

<http://www.crrel.usace.army.mil/>

603-646-4100 (DSN: 220-4100)

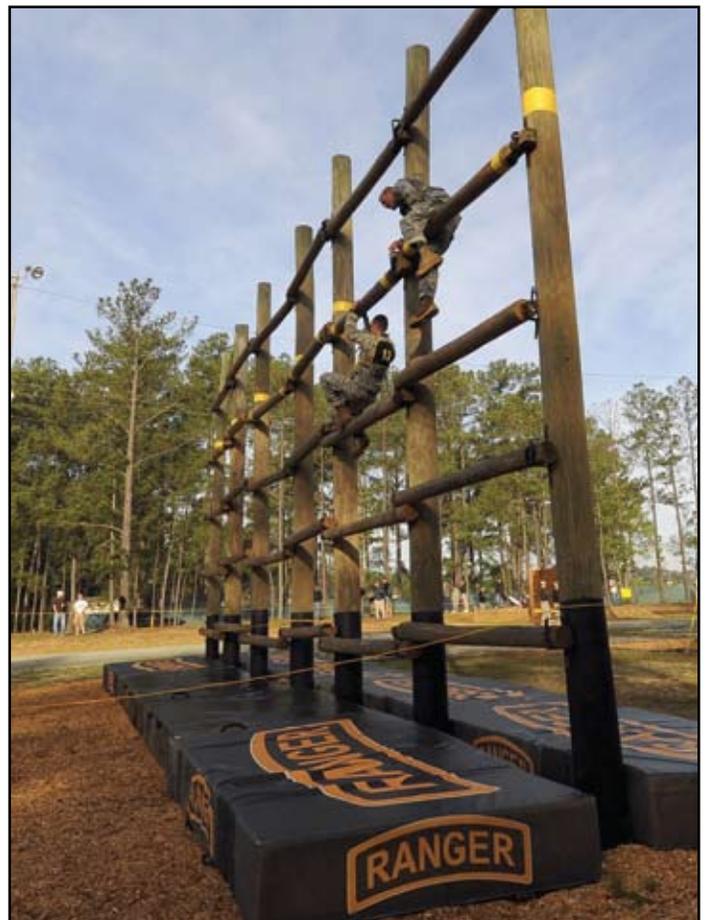
New Jersey

Fort Dix

Wrightstown

<http://www.dix.army.mil/>

609-562-1011 (DSN: 944-1011)





Fort Monmouth
Long Branch
<http://www.monmouth.army.mil/C4ISR/>
732-532-9000 (DSN: 992-9110)

Picatinny Arsenal
Picatinny
<http://www.pica.army.mil/PicatinnyPublic/index.asp>
973-724-4021 (DSN: 880-1110)

New Mexico

White Sands Missile Range
Las Cruces
<http://www.wsmr.army.mil/>
505-678-2121 (DSN: 258-2121)

New York

Camp Smith
Cortlandt Manor
<http://www.dмна.state.ny.us/rental/cp-smith.html>
914-788-7406 (DSN: 489-4500)

Fort Drum
Watertown
<http://www.drum.army.mil/sites/local/>
315-772-6011 (DSN: 772-6011)

Fort Hamilton
Brooklyn
<http://www.hamilton.army.mil/>
718-630-4101 (DSN: 232-4101)

U.S. Military Academy
West Point
<http://www.usma.edu/>
845-938-4011 (DSN: 688-1110)

Watervliet Arsenal
Albany
<http://www.wva.army.mil/>
518-266-5111 (DSN: 974-5111)



North Carolina

Fort Bragg
Fayetteville
<http://www.bragg.army.mil/>
910-396-0011 (DSN: 236-0011)

North Dakota

Camp G. C. Grafton
Devils Lake
<http://www.guard.bismarck.nd.us/>
701-662-0200 (DSN: 422-0200)

Ohio

Camp Perry
Port Clinton
419-635-4021 (DSN: 336-6203)

Oklahoma

Camp Gruber
Braggs
918-549-6001 (DSN: 628-6001)

Fort Sill

Lawton

<http://sill-www.army.mil/>

580-442-8111 (DSN: 639-8111)

McAlester Army Ammunition Plant

McAlester

<http://mcalestr-www.army.mil/>

918-420-6591 (DSN: 956-6591)

Oregon

Umatilla Chemical Depot

Hermiston

<http://www.cma.army.mil/umatilla.aspx>

541-564-8632

Pennsylvania

Carlisle Barracks

Carlisle

<http://carlislebarracks.carlisle.army.mil/sites/local/>

717-245-3131 (DSN: 242-3131)

Charles E. Kelley Support Center

Oakdale

<http://www.dix.army.mil/cekelly/homepage.htm>

724-693-1844

Letterkenny Army Depot

Chambersburg

<http://www.letterkenny.army.mil/>

717-267-8111 (DSN: 570-8111)

Tobyhanna Army Depot

Tobyhanna

<http://www.tobyhanna.army.mil/>

570-895-7000 (DSN: 795-7000)

Puerto Rico

Fort Buchanan

San Juan

<http://www.buchanan.army.mil/>

787-707-3400 (DSN: 740-3400)

Rhode Island

Camp Varnum

Narragansett

<http://riguard.com/modules.php?name=Content&pa=showpage&pid=126>

401-275-4700 (DSN: 247-4700)

South Carolina

Fort Jackson

Columbia

<http://www.jackson.army.mil/>

803-751-1110 (DSN: 734-1110)

Texas

Biggs Army Airfield

El Paso

<http://www.bliss.army.mil/Other%20Sites%20at%20Ft%20Bliss/airfield/>

915-568-8088 (DSN: 978-8088)





Camp Swift

Bastrop

512-321-4122

Corpus Christi Army Depot

Corpus Christi

<http://www.ccad.army.mil/default1.htm>

361-961-3627 (DSN: 861-3627)

Fort Bliss

El Paso

<http://www.bliss.army.mil/>

915-568-2121 (DSN: 978-0831)

Fort Hood

Killeen

<http://www.hood.army.mil/ft Hood/>

254-287-1110 (DSN: 737-1110)

Fort Sam Houston

San Antonio

<http://www.samhouston.army.mil/sites/local/>

210-221-1211 (DSN: 471-1211)

Red River Army Depot

Texarkana

<http://www.redriver.army.mil/>

903-334-2141 (DSN: 829-2141)

Utah

Deseret Chemical Depot

Tooele

<http://www.cma.army.mil/tooele.aspx>

435-833-4573 (DSN: 790-4573)

Dugway Proving Ground

Dugway

<https://www.dugway.army.mil/sites/local/>

435-831-2116 (DSN: 789-2116)

Tooele Army Depot

Tooele

<http://www.tead.army.mil/>

435-833-2211 (DSN: 790-2211)



Vermont

Camp Ethan Allen

Jerico

802-899-7200 (DSN: 636-3000)

Virginia

Fort A. P. Hill

Bowling Green

<http://www.aphill.army.mil/>

804-633-8710 (DSN: 578-8710)

Fort Belvoir

Fairfax

<http://www.belvoir.army.mil/>

703-805-2052 (DSN: 685-2052)

Fort Eustis

Newport News

<http://www.eustis.army.mil/>

757-878-5251 (DSN: 826-5215)



Fort Lee
Petersburg
<http://www.lee.army.mil/>
804-765-3000 (DSN: 539-3000)

Fort Monroe
Hampton
<http://www.monroe.army.mil/monroe/sites/local/>
757-788-2000 (DSN: 680-2000)

Fort Myer
Arlington
<http://www.fmmc.army.mil/>
703-696-4979 (DSN: 426-4979)

Fort Story
Virginia Beach
http://www.eustis.army.mil/Fort_story/
757-422-7101 (DSN: 438-7101)



Pentagon
Arlington
<http://pentagon.afis.osd.mil/>
703-545-6700 (DSN: 227-0101)

Topographic Engineering Center
Alexandria
<http://www.tec.army.mil/>
703-428-6655 (DSN: 328-6655)

Washington

Fort Lewis
Tacoma
<http://www.lewis.army.mil/>
253-967-1110 (DSN: 357-1110)

Yakima Training Center
Yakima
<http://www.lewis.army.mil/yakima/>
509-577-3205 (DSN: 638-3205)

West Virginia

Camp Dawson
Kingwood
<http://www.wv.ngb.army.mil/dawson/>
304-791-4387 (DSN: 623-4387)

Wisconsin

Fort McCoy
Sparta
<http://www.mccoy.army.mil/>
608-388-2222 (DSN: 280-1110)

Wyoming

Camp Guernsey
Guernsey
<https://www.wy.ngb.army.mil/WKO/guernsey/default.asp>
307-836-7786 (DSN: 344-7786)



Overseas

The commercial phone numbers below include, in order:

- the international access code from the United States (011);
- the country code, which must be dialed when calling from overseas;
- the city code (the zero in parenthesis is NOT dialed when calling from outside the country, but is used when calling within the country); and
- the customer phone number.

Belgium

Chievres Air Base

Chievres

<http://www.garrisonchievres.eur.army.mil/sites/local/>

011-32-(0)68-27-5111 (DSN: 314-371-110)

Supreme Headquarters Allied Powers Europe (SHAPE)

Mons

<http://www.nato.int/shape/>

011-32-(0)65-44-7111 (DSN: 314-423-7111)

Germany

Army operator for Germany:

011-49-(0)7274-58-113

U.S. Army Garrison Ansbach

<http://www.ansbach.army.mil/sites/local/>

U.S. Army Garrison Bamberg

<http://www.bamberg.army.mil/sites/local/>

U.S. Army Garrison Baumholder

<http://www.baumholder.army.mil/sites/local/>

Combat Maneuver Training Center

Hohenfels

<http://www.jmrc.hajmtc.army.mil/JMRC/index.htm>



U.S. Army Garrison Darmstadt

<http://www.darmstadt.army.mil/sites/local/>

Germersheim Army Depot

<http://www.heidelberg.army.mil/sites/local/>

U.S. Army Garrison Grafenwoehr

<http://www.grafenwoehr.army.mil/>

U.S. Army Garrison Hanau

http://www.hanau.army.mil/HanauWeb/01_index/index.asp

U.S. Army Garrison Heidelberg

<http://www.heidelberg.army.mil/sites/local/>

Illesheim

<http://www.ansbach.army.mil/sites/local/>

U.S. Army Garrison Kaiserslautern

<http://www.kaiserslautern.army.mil/sites/local/>

Landstuhl Regional Medical Center

Landstuhl

<http://www.landstuhl.healthcare.hqusa.eur.army.mil/>

U.S. Army Garrison Mannheim

<http://home.mannheim.army.mil/sites/local/>

U.S. Army Garrison Schweinfurt

<http://www.schweinfurt.army.mil/sites/local/>

Schwetzingen

<http://www.heidelberg.army.mil/sites/local/>

U.S. Army Garrison Stuttgart

<http://www.stuttgart.army.mil/sites/local/>

U.S. Army Garrison Wiesbaden

<http://www.wiesbaden.army.mil/sites/local/>

U.S. Army Medical Department Activity Bavaria Wuerzburg

<http://www.wuerzburg.healthcare.hqusaureu.army.mil/>

011-49-931-804-6669 (DSN: 314-350-6669)

Greece

U.S. National Support Element

Larissa

<http://www.cnre.navy.mil/nselarissa/index.cfm>

011-30-24920-29270-3

Italy

U.S. Army Garrison Livorno

Camp Darby

<http://www.usag.livorno.army.mil/>

011-39-(0)50-547018

(DSN: 633-7018)

NATO Rapid Deployable Corps

Milan

<http://www.nato.int/nrdc-it/index.htm>

011-39-(0)331-34-5110

Allied Joint Force Command

Headquarters

Naples

<http://www.afsouth.nato.int/>

011-39-(0)81-721-2437/2235

Vicenza

<http://www.usag.vicenza.army.mil/sites/local/>

011-39-(0)444-71-7111

(DSN: 314-634-7111)

Japan

Camp Zama

Tokyo

<http://www.usarj.army.mil/>

011-81-46-407-8500 (DSN: 315-263-8500)

Korea

Military operator for Korea: 011-82-2-7913-1110

(DSN: 723-1110)

Camp Carroll

Waegwan

http://ima.korea.army.mil/areaiv/sites/local/PAGES/about/CAMP_CARROLL.html

Camp Casey

Tongducheon

<http://ima.korea.army.mil/UsasaAreal/Camp%20Casey/Default.htm>

Casey/Default.htm



Camp Castle

Dongducheon

<http://ima.korea.army.mil/UsasaAreal/Camp%20Castle/Default.htm>

Camp Eagle

Wonju

<http://ima.korea.army.mil/UsasaAreaIII/Camp%20Eagle/Default.htm>

Camp George

Daegu

http://ima.korea.army.mil/areaiv/sites/local/PAGES/about/CAMP_GEORGE.html

Camp Henry

Daegu

http://ima.korea.army.mil/areaiv/sites/local/PAGES/about/CAMP_HENRY.html

Camp Hovey

Toko-Ri

<http://ima.korea.army.mil/UsasaAreal/Camp%20Hovey/Default.htm>

Camp Humphreys

Pyongtaek

<http://ima.korea.army.mil/UsasaAreaIII/Camp%20Humphreys/Default.htm>

Camp Jackson

Seoul

<http://ima.korea.army.mil/area1/sites/local/>

Camp Long

Wonju

<http://ima.korea.army.mil/UsasaAreaIII/Camp%20Long/Default.htm>

Camp Market

Yongsan

<http://yongsan.korea.army.mil/sites/local/>

Camp Mobile

Dongducheon

<http://ima.korea.army.mil/UsasaAreal/Camp%20Mobile/Default.htm>



Camp Red Cloud

Uijongbu

<http://ima.korea.army.mil/area1/sites/local/>

Camp Stanley

Uijongbu

<http://ima.korea.army.mil/UsasaAreal/Camp%20Stanley/Default.htm>

Camp Walker

Daegu

http://ima.korea.army.mil/areaiv/sites/local/PAGES/about/CAMP_WALKER.html

Camp Yongin

Seoul

Kuwait

Camp Doha

Kuwait City

<http://www.campdoha.org/>

Macedonia

Camp Able Sentry

Skopje

<http://www.nhq.s.nato.int/>
011-389-(0)2-324-8160



Camp Bondsteel

Urosevac

<http://www.tffalcon.hqusareur.army.mil/>

The Netherlands

Allied Joint Force Command

Brunssum

<http://www.jfcbs.nato.int/>

011-31-(0)45-526-2222 (DSN: 364-2222)

U.S. Army Garrison

Schinnen

<http://www.usagschinnen.eur.army.mil/sites/local/>

011-31-(0)464-43-7199 (DSN: 360-1110)

Qatar

Camp As-Sayliyah

<http://www-qa.arcent.army.mil>

011-(0)974-460-9869 (DSN: 318-432-1110)

Spain

Allied Land Component Command Headquarters

Madrid

<http://www.nato.int/cc-land-madrid/index.htm>

011-34-915-12-6000



Glossary of Army Acronyms & Abbreviations

1LT	First lieutenant	ADA	Air defense artillery
1SG	First sergeant	ADDS	Army data distribution system
2LT	Second lieutenant	ADL	Advanced Distributive Learning
AA	Administrative Assistant	AEC	Army Evaluation Center
AAC	Army Acquisition Corps	AER	Army Emergency Relief
AAFES	Army and Air Force Exchange Service	AFAP	Army Family Action Plan; Army Family Advocacy Program
AAG	Army Auditor General	AFATDS	Advanced Field Artillery Tactical Data System
AAR	After-action review	AFTB	Army Family Team Building
ABCS	Army Battle Command System	AIFSN	Army Integrated Family Support Network
ABN	Airborne	AIT	Advanced Individual Training
AC	Active component	AL&T	Acquisition, logistics and technology
ACR	Armored cavalry regiment	ALTFCM	Army Long-Term Family Case Management
AC/RC	Active component/reserve component	AMC	Army Materiel Command
ACS	Assistant Chief of Staff; Army Community Service	AMD	Air and missile defense
ACSIM	Assistant Chief of Staff, Installation Management	AOR	Area of responsibility
ACTD	Advanced Concept Technology Demonstration	AOT	Assignment-oriented training
ACU	Army Combat Uniform	APS	Army prepositioned stocks; afloat prepositioning ships
ACUPAT	Universal Camouflage Pattern	AR	Army Regulation
AD	Armored division; active duty; air defense		



ARCENT	Army Central Command	C3	Command, control and communications
ARFORGEN	Army Force Generation	C3D2	Camouflage, cover, concealment, deception and denial
ARH	Armed reconnaissance helicopter	C4ISR	Command, control, communications, computers, intelligence, surveillance and reconnaissance
ARNG	Army National Guard	CA	Civil affairs
ARPAT	Universal Camouflage Pattern	CALL	Center for Army Lessons Learned
ARSTRAT	Army Strategic Command	CAOC	Combined air operations center
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology	CAR	Chief, Army Reserve
ASA(CW)	Assistant Secretary of the Army for Civil Works	CAS	Close air support
ASA(FM&C)	Assistant Secretary of the Army for Financial Management and Comptroller	CAS3	Combined Arms and Services Staff School
ASA(I&E)	Assistant Secretary of the Army for Installations and Environment	CBM	Confidence-building measure
ASA(M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs	CBP	(U.S.) Customs and Border Patrol
ASCC	Army service component command	CCC	Captains' career course
ASEP	Army Spouse Employment Partnership	CCH	Chief of Chaplains
ASU	Army Service Uniform	CDC	Child development center
ATEC	Army Test and Evaluation Command	CENTCOM	(U.S.) Central Command
ATRRS	Army training requirements and resource system	CFC	Combined Forces Command
AW2	Army Wounded Warrior program	CFLCC	Coalition forces land component command
AWACS	Airborne Warning and Control System	CFSC	(U.S. Army) Community and Family Support Center
BA	Budget activity	CGSC	Command and General Staff College
BAH	Basic Allowance for Housing	CGSOC	Command and General Staff Officers Course
BAS	Basic Allowance for Subsistence	CID	(U.S. Army) Criminal Investigation Command
BCT	Brigade combat team	CIO/G-6	Chief Information Officer
BDA	Battle damage assessment	CJCS	Chairman, Joint Chiefs of Staff
BDU	Battledress uniform	CJFLCC	Combined joint force land component command
BG	Brigadier general	CJTf	Combined joint task force
BLIN	Budget line item number	CLL	Chief, Legislative Liaison
BLOS	Beyond-line-of-sight	CLU	Command launch unit
BMD	Ballistic missile defense	CMO	Civil-military operations
BNCOC	Basic NCO course	CMTC	Combat Maneuver Training Center
BOS	Battlefield operating systems	CNGB	Chief, National Guard Bureau
BOSS	Better Opportunities for Single Soldiers	COAD	Continuation on Active Duty
BRAC	Base realignment and closure	COAR	Continuation on Active Reserve
C2	Command and control	COIN	Counterinsurgency
C2I	Command, control and intelligence		

COL	Colonel	DSCS	Defense Satellite Communication System
COMCAM	Combat camera	DSN	Defense Switched Network
COMEUR	Commander, U.S. European Command	DSS/OPM	Defense Security Service/Office of Personnel Management
CONOPS	Concept of operations	DTC	(U.S. Army) Developmental Test Command
CONUS	Continental United States	DUSA	Deputy Under Secretary of the Army
COSIS	Care of supplies in storage	DUSA (OR)	Deputy Under Secretary of the Army for Operations Research
COTS	Commercial off the shelf	E-1	Private
CPA	Chief, Public Affairs	E-2	Private (PV2)
CPL	Corporal	E-3	Private first class (PFC)
CPT	Captain	E-4	Specialist (SPC) or corporal (CPL)
CSA	Chief of Staff, Army	E-5	Sergeant (SGT)
CSM	Command sergeant major	E-6	Staff sergeant (SSG)
CT	Counterterrorism	E-7	Sergeant first class (SFC)
CTC	Combat training center	E-8	Master sergeant (MSG) or first sergeant (1SG)
CTG	Command training guidance	E-9	Sergeant major (SGM), command sergeant major (SCM) or Sergeant Major of the Army (SMA)
CV	Commander's vehicle	ECM	Electronic countermeasures
CW2	Chief Warrant Officer 2	EETAF	Eastern European Task Force
CW3	Chief Warrant Officer 3	EFMP	Exceptional Family Member Program
CW4	Chief Warrant Officer 4	EOD	Explosive ordnance disposal
CW5	Chief Warrant Officer	ER/MP	Extended range/multipurpose
DA	Department of the Army	ES2	Every Soldier is a Sensor
DARPA	Defense Advanced Research Projects Agency	ESB	Enhanced separate brigade
DAS	Director, Army Staff	ESV	Engineer squad vehicle
DCO	Defense Coordinating Officer	ETAC	Enlisted tactical air control
DCS	Deputy Chief of Staff	EUCOM	(U.S.) European Command
DeCA	Defense Commissary Agency	EUSA	Eighth U.S. Army
DEP	Delayed entry program	FA	Field artillery
DHS	Department of Homeland Security	FAC	Forward air controller
DIA	Defense Intelligence Agency	FCR	Fire control radar
DISCOM	Division support command	FCS	Future Combat Systems
DEERS	Defense Enrollment Eligibility Reporting System	FDC	Fire direction center
DFAS	Defense Finance and Accounting Service	FFE	Field force engineering
DIVARTY	Division artillery	FHIF	Family Housing Improvement Fund
DMZ	Demilitarized zone	FHP	Flying hour program
DoD	Department of Defense	FHTV	Family of heavy tactical vehicles
DOTLMS	Doctrine, Organization, Training, Leader Development, Materiel, Soldier	FLO	Army Family Liaison Office
DRU	Direct reporting unit		
DS3	Disabled Soldier Support System		

FM	Field Manual	GWOT	Global War on Terrorism
FMEAP	Family Member Employment Assistance Program	HA	Humanitarian assistance
FMTV	Family of medium tactical vehicles	HE	High explosive
FMWRC	(U.S. Army) Family and Morale, Welfare and Recreation Command	HELSTF	High Energy Laser Systems Test Facility
FO	Forward observer	HEMTT	Heavy expanded mobility tactical truck
FORSCOM	(U.S. Army) Forces Command	HLS	Homeland security
FoS	Family of systems	HMMWV	High-mobility multipurpose wheeled vehicle (Humvee)
FR	Flame-resistant	HQDA	Headquarters, Department of the Army
FRACU	Flame-resistant Army Combat Uniform	HOA	Horn of Africa
FRG	Family Readiness Group	HRAP	Hometown Recruiter Assistance Program
FRS	Forward repair system	HRC	Human Resources Command
FSA	Force structure allowance	HST	Home-station training
FSC	First sergeants' course	HUMINT	Human intelligence
FSV	Fire support vehicle	ICS	Integrated computer system
FUDS	Formerly used defense sites	ICV	Infantry carrier vehicle
FWC	Future Warfare Center	ID	Infantry division; identification
FY	Fiscal year	IED	Improvised explosive device
G-1	Personnel (Army Staff)	IET	Initial entry training
G-2	Intelligence (Army Staff)	IF	Indirect fires
G-3/5/7	Operations and Plans (Army Staff)	IFOR	Implementation Force
G-4	Logistics (Army Staff)	IG	Inspector General
G-6	Information (Army Staff)	ILE	Intermediate-level education
G-8	Programming, Materiel Integration and Management (Army Staff)	IMA	Individual mobilization augmentee
GBI	Ground-based interceptor	IMCOM	(U.S. Army) Installation Management Command
GC	General Counsel	ING	Inactive National Guard
GCCS-A	Global Command and Control System-Army	INSCOM	(U.S. Army) Intelligence and Security Command
GEN	General	IO	Information officer; information operations
GFAC	Ground forward air controller	IOC	Initial operational capability
GFAP	General Framework Agreement for Peace (Dayton Accord)	IR	Infrared
GFE	Government-furnished equipment	IRR	Individual Ready Reserve
GIG	Global information grid	ISR	Intelligence, surveillance and reconnaissance
GMD	Ground-based midcourse defense	IT	Information technology
GMLRS	Guided multiple launch rocket system	J-1	Manpower and personnel (Joint Staff)
GMV	Ground mobility vehicle	J-2	Intelligence (Joint Staff)
GOTS	Government off the shelf	J-3	Operations (Joint Staff)
GS	General Service		
GTMO	Joint Task Force Guantánamo		

J-4	Logistics (Joint Staff)	MACOM	Major Army command
J-5	Strategic Plans and Policy (Joint Staff)	MAJ	Major
J-6	Command, Control, Communications and Computer Systems (Joint Staff)	MAV	Micro-air vehicle
J-7	Operational Plans and Interoperability (Joint Staff)	MC	Mortar carrier
J-8	Force Structure, Resources and Assessment (Joint Staff)	MCO	Major combat operation
JAG	Judge Advocate General	MCS	Maneuver control system
JAGC	Joint air ground center	MDMP	Military decision making process
JCIDS	Joint capabilities integration development system	MDW	Military District of Washington
JCS	Joint Chiefs of Staff	MEADS	Medium extended air defense system (U.S. Army) Medical Command
JFCOM	(U.S.) Joint Forces Command	MEDCOM	Medical Readiness Training Exercise
JFLCC	Joint force land-component command	MEDRETE	Mission-essential task list
JMD	Joint manning document	METL	Mission, enemy, terrain and weather, time, troops available and civilian
JNTC	Joint national training capability	METT-TC	Medical evacuation vehicle
JPO	Joint program office	MEV	Multinational Force and Observers
JOC	Joint observer controller	MFO	MLRS family of munitions
JROC	Joint Requirements Oversight Council	MFOM	Major general
JRTC	Joint Readiness Training Center	MG	Mobile gun system
JSOTF	Joint special operations task force	MGS	Military Intelligence
JSTARS	Joint Surveillance Target Attack Radar System	MI	Missing in action
JTAGS	Joint Tactical Ground Station	MIA	Military construction
JTF	Joint task force	MILCON	Military personnel
JTF-HD	Joint Task Force Homeland Defense	MILPER	Military strategic/Tactical relay
JTRS-GMR	Joint tactical radio system ground mobile radio	MILSTAR	Multiple launch rocket system
JWO	Joint warfare officer	MLRS	Multinational Task Force East
KIA	Killed in action	MNTF(E)	Military operations other than war
KFOR	Kosovo Force	MOOTW	Military occupational specialty
LAW	Light antitank weapon	MOS	Multiservice operational test and evaluation
LCC	Land component commander	MOT&E	Military operations in urban terrain
LHS	Load-handling system	MOUT	Military Police
LIC	Low-intensity conflict	MP	Military Qualification Standards
LMTV	Light medium tactical vehicle	MQS	Meal ready to eat; mission rehearsal exercise
LOC	Lines of communication	MRE	Master sergeant
LT	Lieutenant	MSG	Modified Table of Organization and Equipment
LTC	Lieutenant colonel	MTOE	Mission training plan
LTG	Lieutenant general	MTP	Movement tracking system
LUH	Light utility helicopter	MTS	Medium tactical vehicle
		MTV	Major theater of war
		MTW	

MWR	Morale, Welfare and Recreation	OJE	Operation Joint Endeavor
MY	Man year	OJT	On-the-job training
NATO	North Atlantic Treaty Organization	OMB	Office of Management and Budget
NBC	Nuclear, biological and chemical	OP	Observation post
NBCRV	NBC reconnaissance vehicle	OPFOR	Opposing force
NCO	Noncommissioned officer	OPMS	Officer Personnel Management System
NCOES	Noncommissioned Officer Education System	OPTEC	Operational Test and Evaluation Command
NEO	Noncombatant evacuation operation	OPTEMPO	Operating tempo
NETCOM/9thSC(A)	(U.S. Army) Network Enterprise Technology Command/9th Signal Command (Army)	OR	Operational readiness
NGB	National Guard Bureau	OSD	Office of the Secretary of Defense
NGO	Nongovernmental organization	OSINT	Open source intelligence
NLOS-LS	Non-line-of-sight launch system	OTC	(U.S. Army) Operational Test Command
NMD	National missile defense	OTRA	Other than Regular Army
NMS	National Military Strategy	PACOM	(U.S.) Pacific Command
NRO	National Reconnaissance Office	PAO	Public affairs officer
NSA	National Security Agency	PCS	Permanent change of station
NSPS	National Security Personnel System	PDOS	Professional Development of Officers Study
NTC	National Training Center	PDW	Personal defense weapon
NVG	Night-vision goggle	PEO	Program Executive Office
O-1	Second lieutenant (2LT)	PFC	Private first class
O-2	First lieutenant (1LT)	PGM	Precision-guided munitions
O-3	Captain (CPT)	PGMM	Precision-guided mortar munitions
O-4	Major (MAJ)	PKO	Peacekeeping operations
O-5	Lieutenant colonel (LTC)	PKSOI	U.S. Army Peacekeeping and Stability Operations Institute
O-6	Colonel (COL)	PLDC	Primary leadership development course
O-7	Brigadier general (NG)	PME	Professional military education
O-8	Major general (MG)	POI	Program of instruction
O-9	Lieutenant general (LTG)	POW	Prisoner of war
O-10	General (GEN)	PPB	Planning, programming and budgeting
O&M	Operation and maintenance	PSO	Peace support operations
OAC	Officer advanced course	PSYOP	Psychological operations
OAS	Organization of American States; Officer accession students	PV2	Private (E-2)
OCAR	Office of the Chief, Army Reserve	PVT	Private (E-1)
OCONUS	Outside the continental United States	QDR	Quadrennial Defense Review
OCS	Officer Candidate School	R2	Refuel and rearm
OEF	Operation Enduring Freedom	R&D	Research and development
OES	Officer Education System	R&R	Rest and recuperation; resource and referral
OIF	Operation Iraqi Freedom		

RC	Reserve component	SNS	Sniper night sight
RDA	Research, development and acquisition	SOA	Special operations aviation
RDT&E	Research, development, test and evaluation	SOAR	Special operations aviation regiment
RFF	Request for forces	SOF	Special operations forces
RFI	Rapid Fielding Initiative	SOP	Standard operating procedure
ROE	Rules of engagement	SoSCOE	System-of-systems common operating environment
ROK	Republic of Korea (South Korea)	SOSO	Stability operation and support operation (see SASO)
ROTC	Reserve Officer Training Corps	SPC	Specialist
RPG	Rocket-propelled grenade	SRM	Sustainment, restoration and modernization
RSOI	Reception, staging, onward movement and integration	SRP	Soldier readiness processing
RSTA	Reconnaissance, surveillance and target acquisition	SSC	Small-scale contingency
RV	Reconnaissance vehicle	SSD	System development and demonstration
S&T	Science and technology	SSG	Staff sergeant
SA	Secretary of the Army; situational awareness	STX	Situational training exercises
SABDU	Small and Disadvantaged Business Utilization Office	TACMS	Tactical missile system
SAMS	School for Advanced Military Studies	TADS	Tactical air defense system; target acquisition designation sight
SAR	Search and rescue	TAPS	Tragedy Assistance Program for Survivors
SASO	Stability and support operation (see SOSO)	TASS	Total Army School System
SAW	Squad automatic weapon; Senior Army workforce	TC	Technical center
SBCT	Stryker Brigade Combat Team	TDA	Table of Distribution and Allowances
SDDC	(U.S. Army) Surface Deployment and Distribution Command	TDY	Temporary duty
SEP	Safety enhancement program	TF	Task force
SETAF	Southern European Task Force	TFE	Task Force Eagle
SF	Special Forces	TIG	The Inspector General
SFAC	Soldier and Family Assistance Center	TIMC	Technical Interoperability and Matrix Center
SFC	Sergeant first class	TJAG	The Judge Advocate General
SFOR	Stabilization Force	TMD	Theater missile defense
SGLI	Servicemembers' Group Life Insurance	TOA	Transfer of authority; Total Obligational Authority
SGM	Sergeant major	TOC	Tactical operations center
SGT	Sergeant	TOE	Table of Organization and Equipment
SIMEX	Simulation exercise	TOT	Time on target
SMA	Sergeant Major of the Army	TP	Target practice
SMDC	(U.S. Army) Space and Missile Defense Command	TPU	Troop program unit
SMI	Soldier-machine interface	TRADOC	(U.S. Army) Training and Doctrine Command
		TRC	Training readiness code



TRICARE	Department of Defense triple-option health care program	USEUCOM	U.S. European Command
TSG	The Surgeon General	USFJ	U.S. Forces Japan
TSGLI	Traumatic Servicemembers' Group Life Insurance	USFK	U.S. Forces Korea
TSM GMD	TRADOC System Manager Ground-based Midcourse Defense	USMA	U.S. Military Academy
TTHS	Trainees, transients, holdees and students	USNORTHCOM	U.S. Northern Command
TTP	Tactics, techniques and procedures	USPACOM	U.S. Pacific Command
TUAV	Tactical unmanned aerial vehicle	USSOCOM	U.S. Special Operations Command
UA	Unit of action	USSOUTHCOM	U.S. Southern Command
UAV	Unmanned aerial vehicle	USTRANSCOM	U.S. Transportation Command
UCAR	Unmanned combat armed rotorcraft	UW	Unconventional warfare
UCMJ	Uniform Code of Military Justice	VA	Veterans Affairs
UCP	Universal Camouflage Pattern	VCSA	Vice Chief of Staff, Army
UE	Unit of employment	vFRG	Virtual Family Readiness Group
UGV	Unmanned ground vehicle	WMD	Weapons of mass destruction
UIC	Unit identification code	WO	Warrant officer
UID	Unique identification	WTCV	Weapons and tracked combat vehicles
UN	United Nations	WTU	Warrior Transition Unit
UNC	United Nations Command	YTG	Yearly training guidance
USA	U.S. Army		
USAAC	U.S. Army Accessions Command		
USAASC	U.S. Army Acquisition Support Center		
USACAPOC	U.S. Army Civil Affairs and Psychological Operations Command		
USACE	U.S. Army Corps of Engineers		
USAID	U.S. Agency for International Development		
USARC	U.S. Army Reserve Command		
USARCENT	U.S. Army Central		
USAREUR	U.S. Army Europe		
USARJ	U.S. Army Japan		
USARNORTH	U.S. Army North		
USARPAC	U.S. Army Pacific		
USARSO	U.S. Army South		
USASMA	U.S. Army Sergeants Major Academy		
USASOC	U.S. Army Special Operations Command		
USC	U.S. Code		
USCENTCOM	U.S. Central Command		





Maps





Army Combat Corps and Divisions

as of June 2008



Army National Guard Divisions and Brigade Combat Teams (BCTs)

as of June 2008





Army Reserve Direct Reporting Commands

projected for October 2008

